TAMKEEN
Civil Society and Democracy Strengthening Project
West Bank and Gaza

Quarterly Progress Report
First Quarter of 2004

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ACRONYMS

APS	Annual Program Statement
ATC	Anti-Terrorism Certificate
CLIN	Contract Line Item Number
CSO	Civil Society Organization
CSS	Civil Society Specialist
DG	Democracy and Governance
FA	Finance and Administration Sub-team
FOG	Fixed-Obligation Grant
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IT	Information Technology
NGO	Non-Governmental Organization
PCBS	Palestinian Central Bureau of Statistics
PCIT	Programming, Communication, and Information Technology Sub-team
PLC	Palestinian Legislative Council
PMP	Performance Monitoring Plan
PONAT	Participatory Organizational Needs Assessment Tool
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

Executive Summary

This quarterly progress report (QPR) for the USAID-funded Civil Society and Democracy Strengthening project (Tamkeen) covers the period from January 1 to March 31, 2004. Tamkeen's primary objective is to help Palestinian civil society organizations (CSOs) increase their voice in public discourse and preserve the critical "space" occupied by Palestinian CSOs, placing them at the heart of the communications nexus between citizens and their public representatives at the local and national levels.

During the quarter, Tamkeen met or exceeded its work plan estimates for grant making, capacity building, and technical assistance, despite a continued deterioration in political and economic conditions. In total, we signed 24 grants worth almost $2 million during the reporting period, including 19 simplified grants to Palestinian CSOs (averaging near $100,000 each) and 5 smaller fixed-obligation grants (FOGs). This level of grant making exceeded that for all of 2004 as CSOs began to make decisions on whether to sign the USAID-mandated Anti-Terrorism Certificate (ATC) and proposals in development were completed and submitted to the Tamkeen Grants Committee.

In total, Tamkeen has awarded 217 grants worth approximately $11.8 million between its inception in September 2000 and the end of the first quarter of 2004, and it has approximately $4.2 million in funds remaining for grants to Palestinian CSOs. Tamkeen plans to award nearly all of these remaining funds during the second and beginning the third quarter of 2004, allowing all grants to be completed by July 2005, sufficiently ahead of the project end-date in September 2005.

In capacity building and technical assistance, Tamkeen also made great strides during the quarter. Our team of civil society specialists (CSSs) conducted grant proposal writing seminars for 88 staff members from more than 60 CSOs in five locations in the West Bank and Gaza Strip. We also completed the first phase of an advanced training best practices program, in partnership with Palestine's leading training providers and university extension programs. In addition, we designed new initiatives for implementation in the coming three quarters. These initiatives can be expected to increase the capacity of Palestinian CSOs to maintain stronger financial and administrative systems, better measure the results of their activities, more effectively communicate their messages to the media, and advocate on behalf of their constituents.

In the grant compliance area, Tamkeen fully implemented its program of spot checks and pre-award surveys. With the audit program, these visits are helping to ensure that U.S. Government, USAID, and Tamkeen procedures and requirements are followed. More importantly, spot checks and pre-award surveys are allowing Tamkeen to provide one-on-one capacity building assistance and help CSOs strengthen their systems at the onset of the grant implementation process.

Communication and monitoring and evaluation tasks also moved forward during the quarter. We continued to update our website with new content, adding success stories and news on Tamkeen's capacity building and grant making efforts, as well as events being conducted by

our grantee CSOs. In addition, we completed a draft brochure on Tamkeen, which was presented to and approved by USAID and will be published in the second quarter. To evaluate our success, we completed an impact assessment of one grantee, and planned two major, Tamkeen-wide studies for later in the year, one evaluating our information technology (IT) capacity building program and the other to evaluate the impact of civic education initiatives conducted by grantees.

Finally, our administrative systems continued to function effectively under procedures codified in 2003, and we strengthened the relationship between the prime contractor and subcontractors. Throughout the period, the Chemonics home-office team assisted with contract implementation and financial management. They also supported the field team by recruiting and fielding international consultants, providing needed research materials, and editing publications.

SECTION I

Supporting the Role of Palestinian CSOs in Public Discourse

Tamkeen is operating under its 2004 Work Plan, which was approved by USAID early in the first quarter. For both grant making and capacity building, Tamkeen exceeded its targets for the quarter, despite various challenges and obstacles that continue to surround its work.

During the quarter, we signed 19 simplified grants with 16 civil society organizations (CSOs) for a total value of approximately $1.9 million. We also signed fixed-obligation grants (FOGs) with five CSOs approximately worth $57,000, bringing the total of all grant awarded during the quarter to almost $2 million. The value of these grants is approximately 16 percent higher than that for all grants signed in calendar year 2003.

Tamkeen also continued to expand its extensive capacity building and technical assistance programs for Palestinian CSOs—this despite the difficult logistical conditions brought on by incursions and closures. For example, Tamkeen's team of civil society specialists (CSSs) conducted seminars in grant proposal writing, project conceptualization, and budgeting for a total of 88 staff members from 61 CSOs in five locations throughout the West Bank and Gaza Strip. We also conducted the first of five phases of a program designed to increase the capacity of major training providers and university extension programs to extend best practices for designing and implementing training programs to the wider CSO community. During this phase, 35 staff members nominated by 14 training service providers learned advanced skills for conducting needs analyses and planning training programs in two, one-week programs led by an expatriate and two Palestinian consultants.

In addition, Tamkeen continued its audit and capacity assessment program for grantee and potential-grantee CSOs, the results of which were used to design new capacity building interventions that will be implemented starting in the second quarter.

This section briefly presents the vision that guides Tamkeen's efforts as expressed in the 2004 Work Plan. It also reviews the assumptions and constraints under which the project operated during the quarter, focusing on the continued impact of Israel-imposed closures and travel restrictions on the project's activities. In Section II of this report, we update the status of the Anti-Terrorism Certificate (ATC) in light of changes made to the original text and the impact this may have on grant making.

A. Tamkeen's Vision

As stated in the approved work plan, Tamkeen's vision is to ensure "increased participation of Palestinian civil society organizations (CSOs) in public discourse…and to contribute to preserving the critical 'space' occupied by Palestinian CSOs, placing them at the heart of the communication nexus between citizens and their public representatives at the local and national levels."

Accordingly, Tamkeen has supported the efforts of Palestinian CSOs to implement activities that contribute to USAID's Strategic Objective 3 ("more responsive and accountable

governance"), its intermediate result (IR) 3.1 ("increased participation of CSOs in public decision making and government oversight"), and the following sub-IRs:

- Increased capacity of CSOs to participate in public discourse
- CSOs effectively aggregate and articulate citizen issues
- CSOs effectively disseminate information to citizens on public issues

The continued relevance of this vision to Tamkeen's operations is discussed extensively in our 2004 Work Plan. In that document, we discussed the importance of maintaining flexibility during implementation of project activities and tasks—such flexibility proved to be extremely useful in overcoming the many challenges faced by the project in this quarter.

B. Working Environment: Success Against Adversity

Over the life of the project, Tamkeen has operated in a complex and constantly changing environment. We have been able to overcome many of these constraints and successfully implement project activities by maintaining clear, constant, and transparent communication channels with all stakeholders, particularly USAID and the Palestinian CSO community, and by decentralizing operations and using information technology (including video conference links).

Examples of such success include the delivery of the first phase of the advanced training best practices program in Gaza starting one day after the Erez Crossing into the Gaza Strip was closed. We also successfully delivered grant proposal writing seminars in three regions of the West Bank and Gaza, even while both regions were under complete closure and most government and non-governmental offices were closed after the killing of Hamas Spiritual Leader Shiekh Ahmad Yaseen.

This section reviews developments in the four areas of central concern when the work plan was developed.

B1. Social and Economic Hardship

Social and economic conditions in Palestine continued to deteriorate during the first quarter due to ongoing Israeli closures, incursions, and curfews in the West Bank and Gaza. These actions have exacerbated the demand for basic social and economic services. The deteriorating conditions were confirmed by various reports and assessments produced by Palestinian and/or international agencies.

One of these studies—issued by Birzeit University Development Studies Program—reports that 78 percent of Palestinian households surveyed have a monthly income of less than $385, a daily average of $1.9 per capita. The same study shows that 37.5 percent of people surveyed say their family's economic conditions are either bad or very bad. Another study— issued by the Palestinian Central Bureau of Statistics and published in *Al-Quds* newspaper on April 6, 2004 —reports that 40 percent of Palestinian families surveyed say their lives are worse off today than a month ago.

Rural areas have continued to be particularly hard hit. Many have had extended periods of isolation due to closures, while others have seen the destruction of crops or the expropriation of land, particularly in areas affected by the "separation wall" being built by Israel. The

limited number of strong CSOs in the northern and southern West Bank has hampered efforts to find capable grantees in these areas. Tamkeen addressed rural and marginalized areas during the quarter with the re-issuance of the Annual Program Statement (APS), which calls for proposals combining the provision of basic services with democracy and governance (DG) activities. The 2003 and 2004 APSs will result in the signing of as many as 37 grants with nascent and inexperienced CSOs in the north and south regions of the West Bank and Gaza Strip. We are also developing programmatic FOG grants for smaller CSOs, allowing them to implement limited and defined project in marginalized areas.

As noted previously, the socioeconomic situation underscores the need for continued Tamkeen funding to the Palestinian CSO community. In addition to providing needed services, many CSOs would be unable to survive in the current economic climate if funding were interrupted.

B2. Increasing Political Sensitivity

Starting in the second quarter of 2003, USAID mandated that all grantee organizations worldwide sign the ATC. Since that time, controversy surrounding the wording of the certificate has substantially increased sensitivities about receiving grants from all USAID-funded projects operating in Palestine, including Tamkeen. During the quarter, NGO networks, concerned politicians, and members of the legislature continued to engage in bilateral and public meetings on the issue, elevating it to a much higher level of complexity than was anticipated during the previous reporting period.

As explained in greater detail in Section II, many CSOs have agreed to sign the certificate—not because they approve of it but, rather, because of the limited amount of non-USAID funding available. In dealing with this issue, Tamkeen, in consultation with USAID, worked very openly and directly with its current and potential partner CSOs who expressed "no-objection" to signing the ATC. As a result, Tamkeen is approaching its 2004 target for grant making without the need to issue a new solicitation in the second quarter. It is worth noting that this was true even before the introduction of the revised ATC at the very end of the reporting period.

Another major component of the sensitivity facing Tamkeen is increasing public discussions about reform across the Middle East, and the American and even European role(s) in initiating and/or directing such reforms. During the past quarter, hardly a day passed without an article or op-ed in the local newspapers written by Palestinian, Arab, European, and/or American politicians or experts analyzing, criticizing, and/or advocating for such reform. In addition, 150 Arab intellectuals and political activists convened in Alexandria in March to discuss the issue of reforms and came up with a declaration demanding constitutional reforms to guarantee the separation of powers, free elections, freedom of speech, freedom to form political parties, administrative transparency, and respect for fixed terms of office. Furthermore, the annual Arab Summit, originally planned for early April, was postponed due to disagreement among various governmental delegates on the need for reform and whose vision of reform should be adopted.

The term reform has become very widely used and perhaps, abused, and is starting to mean different things to different people, depending on their political backgrounds. Varying based on who initiates the debate, reform can now refer to changes in the political, economic, social, or even security aspects of public life. As a U.S.-funded project with "reform" as one

of its main components, Tamkeen and its team are facing serious and constant challenges trying to protect the integrity of the project given the increased public and regional debate on the matter.

B3. Logistical Constraints

The major logistical constraint impacting project work during the quarter was continued travel restrictions imposed by the Israeli army within and between the West Bank and Gaza Strip. For example, for the fourth year, there are still members of our team who are unable to travel in the West Bank or out of Gaza. This includes our senior financial officer in the West Bank, two of our Gaza CSS team members, and our IT specialist and office manager in Gaza.

In addition, and due to increasing security threats, the project's expatriate staff members were officially advised not to travel to Gaza for most of the quarter, adding to already difficult communication issues.

Tamkeen's Jerusalem-based staff still found it difficult to reach the office during this quarter due to long lines and waits at the DCO/Beit El checkpoint into Ramallah. As a result of the slow inspections of cars, times averaged between 45 minutes and one hour, sometimes higher. In good conditions, the commute time between Jerusalem and Ramallah ranges between 20 and 30 minutes, even with the checkpoints. Spending one hour in the morning and one hour in the afternoon on checkpoints (raising commute times to 1.5 to 2 hours) significantly affects staff productivity.

Finally, many of our partner CSOs have found it extremely difficult to implement programs outside of their locality because trainers and/or facilitators are often unable to cross checkpoints into neighboring towns and villages or experience delays that can last for hours.

Despite these challenges, the team's commitment, constantly updated IT solutions, use of satellite offices, and strong relationships with the CSO community enabled Tamkeen to continue working effectively throughout the reporting period, albeit with less-than-optimal efficiency.

B4. Chronic Uncertainty

Tamkeen continues to operate in conditions of extreme uncertainty. Factors include closures, curfews, and the ever-present reality of incursions. Most recently, the willingness of partner CSOs to sign the ATC has also had a significant impact on our work. Throughout the period and over the coming year, project team remains flexible and ready to vary approaches to successfully implement our work plan, even in dire circumstances.

This situation has made planning and project implementation more challenging, and underscores the importance of flexibility and constant dialogue with USAID and partner CSOs to find timely and appropriate solutions to challenges. We feel that this approach is reflected throughout this quarterly report.

Alternative Mechanisms for Supporting the Role of CSOs in Public Discourse

A. Integrated Approach

Tamkeen strengthened its integrated technical approach under the 2004 work plan. Under this approach, all of our grant-making, capacity-building, and technical assistance activities are focused on boosting the capacity of targeted CSOs to participate in public discourse and government oversight, and all Tamkeen teams have this goal as their primary mandate, increasing the amount and quality of assistance we are able to offer partner CSOs.

The remainder of this section presents progress during the first quarter of 2004, starting with our grants program, then describing achievements related to our grants management, capacity building, and technical assistance efforts.

B. Program Focus for Year 4

Informed by meetings with more than 100 CSO leaders, as well as with government officials, donor agencies, influential individuals, and USAID, Tamkeen is increasing its focus on three areas during 2004 (fully described in our 2004 Work Plan):

- Support for activities involving youths and children
- Support for activities in rural and marginalized areas
- Renewal of successful projects by current grantees

As noted above, Tamkeen is using a combination of grant making, capacity building, and technical assistance to address these needs and to increase the overall strength of CSOs in Palestine and their place in public discourse.

C. Supporting the Role of CSOs Through Grant-Making and Related Management

Grants to CSOs draw upon a $16-million, "pass-through" fund (CLIN 2). Within the context of ADS and 22 CFR226 guidance, Tamkeen is using two grant-making tiers in 2004: (i) fixed-obligation grants (FOGs) and (ii) simplified grants.

While both grant tiers share some common characteristics and management requirements, each requires management skills unique to itself. For example, Tamkeen's simplified grants use a milestone-tranche reimbursement funding mechanism and FOGs use a fixed-price deliverable mechanism. Simplified grants can be issued for up to $150,000 and a maximum duration of 18 months, and FOGs can be issued for values up to $25,000. They are usually completed in two to three months. All simplified grants must be approved by the Tamkeen Grants Committee.

Using the two tiers, Tamkeen's 2004 Work Plan calls for it to issue grants to Palestinian CSOs for four basic types of projects and/or capacity building efforts (see box on the following page).

Categories of Grant Making in 2004

In 2004, Tamkeen is awarding grants to Palestinian CSOs in four basic categories. The categories are:

- *DG initiatives*. Tamkeen awards grants under its DG solicitations with a focus on reform and elections. These solicitations invite proposals from targeted CSOs to implement DG activities, including civic education, elections, reform, and other related topics. Reform, in Tamkeen's view, is a wide concept that includes all levels of government, as well as the private sector and non-governmental organizations.

- *Services combined with DG activities*. Tamkeen issued a second APS in the first quarter of 2004. These solicitations invite proposals that combine the provision of basic services with DG activities. Two impact assessment studies conducted by outside researchers in 2003 found that combining services with DG activities is a very effective way of giving a voice to marginalized groups, as well as of strengthening the role of smaller organizations in public discourse. Like the democracy and governance solicitation, Tamkeen is issuing simplified grants under the APSs.

- *Renewals of the most successful projects*. Tamkeen continues to renew a selected number of the most successful projects in 2004. Grant renewals allow CSOs to increase their sustainability. They are also a cost-effective means of strengthening civil society and increasing the understanding of democracy among Palestinians. Renewals are determined based on a CSO's performance and the results achieved under the previous grant. Tamkeen also considers how the renewed grant furthers its current programmatic objectives.

- *Targeting nascent CSOs*. Tamkeen offers small grants to targeted nascent organizations for limited activities, like a series of workshops, a conference, or training efforts. These grants are specifically designed for those CSOs that lack the capability to manage larger simplified grants but that have program ideas that support Tamkeen's overall goals and objectives. Tamkeen utilizes FOGs to achieve this goal. In addition, Tamkeen continues to issue FOGs to help grantee-CSOs increase their information technology (IT) capacity.

C1. Status of Grant Awards

Tamkeen awarded 19 simplified grants worth approximately $1.9 million during the first quarter of 2004, surpassing the total of all grants awarded in 2003. We also issued five FOG grants valued at approximately $57,000. These awards bring the total value of grants issued by Tamkeen since its inception in September 2000 to approximately $11.8 million. Grant awards are summarized in Exhibit II-1.

Of the 19 simplified grants awarded in the first quarter of 2004, 7 were renewals, 8 were in response to the APS issued in 2003, 3 were in response to the DG solicitations issued in 2003, and 1 was in response to the DG solicitation issued in November 2002.

Of the 136 simplified grants awarded to date, 89 grants (totaling just over $6 million) have been successfully completed. All but six of the 81 FOG grants issued to date have been closed. The average value of grants awarded by Tamkeen rose to $82,728 during the quarter, up from $81,803 at the end of 2003, $80,000 at the end of 2002, and $76,400 at the end of 2001.

Exhibit II-1.
Summary of Grants Awarded from the Project's Inception to the End of March 2004[*]

	Grants Awarded in Year 1	Grants Awarded in Year 2	Grants Awarded in Year 3	Grants Awarded in Q1 of Year 4	Total Number & Value of Grants Awarded
Simplified Grants	44 grants worth $3,289,486	55 grants worth $4,541,035	18 grants worth $1,497,053	19 grants worth $1,923,486	136 grants worth $11,251,061
FOGs	21 grants worth $63,848	36 grants worth $309,235	19 grants worth $117,145	5 grants worth $56,512	81 grants worth $546,740
Totals	65 grants worth $3,353,334	91 grants worth $4,850,270	37 grants worth $1,614,198	24 grants worh $1,979,998	217 grants worth $11,797,801

C2. Target Grant Awards for Year 4

Exhibit II-2 summarizes the progress of Tamkeen's grant program during the first quarter of 2004 versus its projections in the 2004 Work Plan. At this rate, Tamkeen plans to obligate nearly all of its remaining grant funds by early in the third quarter, with the exception of a few FOG grants. All grants must be completed by July 2005, in advance of the project's completion in September 2005.

Exhibit II-2.
Summary of Grant Awards Planned for 2004 and Accomplishments To-Date

Grant Type	Planned for 2004		Actual Q1 of year 4	
	Number	Value	Number	Value
Simplified grants under D&G solicitations	14	$1.7m	4	$507,537
Simplified grants under the APS	26	$2.5m	8	$714,267
Renewed simplified grants	19	$1.75m	7	$701,682
Programmatic FOGs	15	$0.3 m	2	$37,990
IT FOGs	20	$0.05m	3	$18,522
Total	**89**	**$6.3m**	**24**	**$1,979,998**

Throughout 2003, Tamkeen's grants program was significantly affected by the willingness of CSOs to sign the USAID-mandated ATC. Despite this fact, the number of grants issued in the first quarter of 2004 indicates that many CSOs were willing to sign the certificate when faced with the possibility of losing funding, although most expressed their extreme dissatisfaction with the document. It also shows that Tamkeen's revised list of targeted CSOs was successful in identifying those more willing to sign the certificate. That said, a number of very important and effective CSOs did not choose to sign the certificate or reserved decision on whether to sign.

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[*] The total value of grant awards for years 1 to 3 have been updated since the printing of the work plan to reflect the cancellation of signed grants at the request of CSOs or as a result of audit findings and other reasons, as well as the return of unspent funds from closed grants (due to lower-than expected costs associated with grantee activities).

Although decisions by many CSOs were pending at the end of the first quarter, Tamkeen hopes that the release of a new ATC will allow some of these influential CSOs to return to the Tamkeen grants program. To adjust to this fact, Tamkeen is reassessing which CSOs will be willing to sign the certificate and, by extension, which applications in which categories remain active. Our plans in this regard are described in the box directly below.

C2a. Maintain Focus on D&G Activities

Tamkeen continues to issue grants focusing on DG activities in 2004. As discussed above, so-called "pure" DG grants are one of two major focuses of Tamkeen's simplified grants program, with the other being grants combining service delivery with DG activities (issued under the APS).

We awarded four DG grants with a focus on reform and elections during the first quarter of 2004 valued at just more than $500,000. We also revised and reissued the DG solicitation to 15 carefully selected CSOs in the West Bank and Gaza Strip. Of the seven responses received, only two were approved by the Tamkeen Grants Committee for development into full applications. Three others were recommended for the possible development of FOG grants.

Distributing the Revised ATC

Prior to the issuance of the new ATC in March 2004, Tamkeen had approximately $2.2 million in grants in the pipeline to CSOs stating they were willing to sign the ATC, $1.7 million in grants to CSOs stating that they would not sign the ATC, and $1.9 million in grants to CSOs that were undecided on the issue. It should be noted that grants in the pipeline are proposals in development, and some may not be completed in a satisfactory manner or approved by the Tamkeen Grants Committee for eventual award.

USAID and Tamkeen began distributing the revised ATC to Palestinian CSOs at the end of the first and beginning of the second quarter of 2004. At this point, Tamkeen does not know for certain how many of the CSOs that were previously unwilling to sign the certificate will be willing to sign the new version.

Early in the second quarter, Tamkeen's CSS team will contact all of the CSOs that were undecided or unwilling to sign the original certificate and ask them to state their positions on the new certificate within a week. When these responses are received, we will create a list of proposals that remain active. We will work with these CSOs to develop full applications, which will be submitted to the Tamkeen Grants Committee as they are completed on a first-come, first-serve basis, allowing for some adjustments to account for Tamkeen's programmatic priorities during 2004, geographical distribution, and audit findings.

Tamkeen will continue to keep USAID informed of relevant developments, and consult with it on steps to ensure the remaining grant funds are obligated as planned.

The poor response rate (as well as the receipt of weak summary applications) resulted from the fact that the CSOs receiving the solicitation were chosen based on prior experience implementing DG activities and their position *vis a vis* signing of the original ATC, as well as in an attempt to expand the list of CSOs receiving DG grants. As a result, the targeted CSOs tended to be smaller and less capable than the original list of CSOs receiving DG grants funded by Tamkeen. In addition, several major CSOs did not submit applications because they were still undecided about the ATC.

Tamkeen is optimistic that it will be able to issue 14 DG-focused grants worth approximately $1.7 million by early in the third quarter, the work-plan target. As of the end of the first quarter, Tamkeen had a total of 16 DG applications in the pipeline in response to the first quarter 2004 solicitation, as well as previous solicitations (April and August 2003). Approximately 10 of the CSOs that submitted these applications have either expressed their willingness to sign the original ATC in writing or indicated that they are likely to sign. If full applications from these CSOs are completed and approved by the Grants Committee, Tamkeen will have issued grants worth approximately $1.7 million in the DG area (with the $500,000 in grants issued in the first quarter). As discussed previously, these numbers could

change (most likely in a positive direction) as a result of the issuance of the new version of the ATC.

C2b. Respond to Practical Needs on the Ground (APS)

During the quarter, the Tamkeen Grants Committee awarded eight new grants worth approximately $700,000 in response to the 2003 APS solicitation. We also reissued the APS to 58 CSOs throughout the West Bank and Gaza Strip. Of the 27 applications received in response to the 2004 APS, the Grants Committee approved 13 for development into full applications, bringing the total number of service delivery/DG grants in development for possible award to 28 worth approximately $2.7 million.

As with all of Tamkeen's grant categories, these numbers do not tell the entire story. Of the 28 applications in the pipeline (responding to both the 2003 and 2004 APS solicitations), 15 worth approximately $1.4 million are to CSOs with a stated willingness to sign the original ATC. Nine more applications worth approximately $900,000 are to CSOs that are undecided about whether to sign. With these and possibly other CSOs willing to sign the revised certificate, Tamkeen expects to reach its target of issuing 26 grants in response to the two APS solicitations with a total value of $2.5 million by the middle of the third quarter.

C2c. Renew Successfully Completed and Technically Responsive Projects

In the first quarter, Tamkeen renewed seven simplified grants worth a total value of approximately $700,000. Grants are renewed based on a set of transparent, project-centered eligibility criteria.

In the pipeline at the end of March 2004, Tamkeen had 11 more renewal grants under development worth approximately $1 million. Despite these promising numbers, only two CSOs with grants in the pipeline expressed a willingness to sign the original ATC, and three others were undecided. The total value of these five grants is $500,000. Many of the CSOs unwilling to sign the ATC and receive renewals are early Tamkeen grantees. Some of these major CSOs were active in advocacy efforts against the original certificate.

With the outcome of discussions over the revised ATC incomplete at the end of the quarter, Tamkeen is still uncertain whether it will be able to meet its target of issuing 19 renewals worth $1.75 million by the middle of the third quarter. We will continue to update USAID as this situation develops, and to plan for contingencies to reprogram the funds if we do not meet our targets in this area (as suggested in the work plan).

C2d. Respond to the Needs of Nascent and Marginalized CSOs (Programmatic FOGs)

Continuing and expanding an initiative started in 2003, Tamkeen's 2004 Work Plan calls for it to expand the use of FOGs for small, focused programmatic efforts by CSOs. These grants are primarily targeted at CSOs that responded to Tamkeen solicitations but which lacked the capability to develop and implement a simplified grant. During the first quarter of 2004, Tamkeen awarded two programmatic FOGs valued at $37,990. It had also identified and was working with 19 CSOs to develop project concepts into other programmatic FOGs.

In total, we expect to meet or exceed our work plan target of issuing 15 programmatic FOGs in 2004, with a total value of approximately $300,000 (an average value of $20,000 per

grant). We also continue to use the FOG mechanism to increase the IT capacity of targeted CSOs. These efforts are described in subsection D2 below.

C3. Management Aspects of Grant-Making

In 2004, Tamkeen reemphasized its commitment to strengthening its grants management systems. These systems include the continuation of the audit program, strengthened staff capabilities to support CSOs in budget development and implementation, and the implementation of strengthened pre-award surveys and financial oversight procedures. Below, we describe our activities in this area during the first quarter.

C3a. Improved Procedures for Grant Awards and Monitoring

Grantee pre-award capability assessment. Using a team approach bringing together CSSs, CSOs, and the financial and administration subteam, we launched a strict regimen of pre-award capacity assessments on each new CSO with an accepted summary application. The pre-award survey is conducted by a member of the finance and administration sub-team and a member of the CSS sub-team to provide the necessary financial and programmatic context for the CSO and to reinforce Tamkeen's message that the two elements go hand-in-hand for successful grant implementation.

During this quarter, Tamkeen conducted eight pre-award capacity assessments (five in the West Bank and three in the Gaza Strip), providing us with a more concrete idea of the needs of CSOs at the onset of the application development process. The results of these assessments were provided to the CSO. They are also enabling us to write certain conditions into grant agreements and closely monitor areas of concern.

The pre-award assessment tool is also making it possible for us to provide quick, targeted capacity building assistance to our partner CSOs. For example, after a pre-award assessment of one CSO in Gaza, we discovered that they were using a demonstration or "demo" version of their accounting software. Often, such versions of accounting software can "lock up" after a certain period of time, not allowing further transactions to be entered, or they do not allow users to access a full range of reporting or data entering options. By identifying this issue through the pre-award assessment, we were able to make obtaining and utilizing a full version of the software a condition of the CSO's grant agreement and suggested that they request a FOG to fund the purchase. After the completion of the accounting software market survey and procurement process, we will be able to provide the CSO with a full version of the software and training to assist them in transferring their financial data to the new program.

Strengthened oversight of grant implementation—financial spot-checks. This quarter Tamkeen instituted a regular schedule of announced and unannounced spot-checks of CSO financial records. In total, we conducted spot-checks for 12 CSOs, 6 in the West Bank and 6 in Gaza. The spot-checks complement periodic CSS site visits as a means of strengthening grant implementation oversight. The methodology of each visit and format of the resulting report were developed by the senior financial officer, with input from the accountant and Gaza officer manager. Spot checks entail a thorough review of the CSO's financial records, including a review of the process of booking transactions, quality and accuracy of the supporting documentation for each transaction, adherence to prevailing laws and regulations for NGOs, and adherence to the grant financial summary plan and approved budget.

The spot check process has provided Tamkeen with a versatile tool that has been used in several ways to strengthen our financial oversight over our grant program. First, spot checks provide Tamkeen with the assurance that grant funds are being used according to the terms and conditions of the grant agreement. Second, they are an easy method of following up on financial issues identified in the pre-award capacity assessment, such as ensuring that the CSO has created a segregated cost-center for Tamkeen funds in its accounting system or that the CSO is following generally accepted accounting principles (GAAP) in the maintenance of its financial accounts. Third, and most important, spot checks provide face-to-face time between Tamkeen and the CSOs financial staff, during which each side can ask questions, clarify regulatory issues, and establish an open dialogue that is not adversarial, but cooperative. Similar to the pre-award capacity assessment, the spot-check process serves not only a due diligence function for Tamkeen, but is also an important capacity building exercise for our CSO partners. See the box directly below for examples of how spot checks are working to strengthen CSO capacity.

Financial Spot-Checks Increase CSO Capacity

As discussed in the body of this report, Tamkeen instituted a more rigorous regimen of scheduled pre-award assessments and financial spot-checks on our CSO grantees during the quarter. Not only are these visits strengthening compliance with USAID, U.S. Government, and Tamkeen requirements, they are also helping increase the financial and administrative capacity of partner CSOs.

For example, the West Bank Accountant Mahmoud Musleh and Gaza Office Manager Mohammad El-Jaro conducted a spot-check of Maghazi Community Rehabilitation Society (MCRS) and identified several findings, such as the need for strengthened internal control systems with a written organizational structure, clear lines of authority and segregation of duties, use of established job descriptions, and more frequent financial reporting. Upon receiving the Tamkeen spot-check report, MCRS promptly responded to each finding detailing how they would take steps to implement the recommendations, including installing accounting software, creating financial control documents and vouchers, and finalizing an operations manual. The management of MCRS stated during the visit that they now appreciate how improved financial management systems will help strengthen their organization overall.

In another example, with a series of two visits and numerous phone calls over the course of a month, Senior Financial Officer Fairuz Ghanayem worked hand-in-hand with the accountant of the Center for Private Sector Development (CPSD) in Nablus to review audit findings, make corrections in the booking of transactions, discuss the need for written procedures and clarified approval authorities, and reconcile surplus funds remaining in a completed grant. Based on the outcome of this work and the one-on-one assistance provided by Tamkeen, CPSD has begun the process of improving their financial systems and transactions processing for the remainder the implementation of the current grant.

Continuation of audits. The Tamkeen audit plan continued as scheduled. During the first quarter we initiated seven new program audits of selected grantees. One of these audits is completed and the remaining six will be completed early in the second quarter. A complete list of CSOs that underwent audits this quarter can be found in Annex A.

C3b. Strengthen Staff Ability to Support CSOs in Financial Management and Budgeting

In this quarter, the finance and administrative sub-team provided training to the CSS team on the revised cost proposal budgeting template, finalized in early 2004, as a means of strengthening their own budgeting skills and knowledge of related USAID and U.S. government cost regulations. The training covered the mechanics of the budget template and how to utilize it for maximum efficiency. The session also covered general budgeting

principles and included a discussion of ideal methods of establishing grant activity costs and classifying them so that they are allowable, allocable, and reasonable.

The skills gained in the workshop allowed the CSS team to transfer valuable skills to CSOs during the course of the financial portion of the "Getting 2 Grants" training (see subsection D1 below). Furthermore, the training was a capacity building exercise for our own staff to ensure they are well-prepared to discuss and manage financial issues in their almost daily interactions with the CSO grantees in their portfolio.

C4. Monitor Grant Program Work Flow

As previously noted, Tamkeen is committed to issuing the remaining grants under its current contract with USAID during the first half of 2004. This is demanding a high level of intensity in grant making by CSS and other Tamkeen teams. At the same time, we are continuing to expand our capacity-building initiatives and to implement new and strengthened compliance and monitoring efforts.

Exhibit II-3 below summarizes our grants awarded to date, and projections for grants issuance for the remainder of Year 4.

Exhibit II-3.
Summary of Grant Issuance and Management: First Quarter 2004
Actuals and Projections

	Q1	Q2	Q3	Q4	Totals	Total Value
CURRENT PORTFOLIO						
Simplified grants in force as of January 1, 2004: 40 valued at $3,679,628						
Simplified grants ending in 2004	*-12*	*-15*	*-6*	*-3*	*-36*	
Volume of in-force grants per quarter	28	32	58	63		
SIMPLIFIED AWARDS						
New simplified (D&G)	4	8	2	0	14	$1,700,000
New simplified (APS)	8	12	6	0	26	$2,500,000
New simplified (renewals)	7	12	0	0	19	$1,700,000
Total Simplified Grants by Quarter	**47**	**64**	**66**	**63**		
Average Simplified load per CSS	*6*	*8*	*8*	*8*		
FIXED-OBLIGATION GRANTS (FOGS)						
Programmatic FOGs	2	3	5	5	15	$300,000
IT FOGs	3	7	5	5	20	$50,000
Total FOGs	**5**	**10**	**10**	**10**	**35**	**$350,000**

As stated in our work plan, the average management load of six to eight simplified grants per CSS is in line with past Tamkeen experience, as well as the project's initial estimates for grant load per staff member. Similar projects, like the Civil Society Support Program in Indonesia, have had approximately the same number of grants managed by one staff member. It should be remembered that CSSs' responsibilities extend well beyond grant making and oversight into many other areas of project activity, in particular participation if all of our capacity building initiatives.

D. Supporting the Role of CSOs Through Capacity Building and Technical Assistance

As noted at the beginning of this section, Tamkeen's integrated approach for 2004 includes three different and interrelated methods for increasing the ability of Palestinian CSOs to participate in public discourse: grants, capacity building, and technical assistance. Grants are our primary mechanism for achieving this goal as they allow CSOs to survive, grow, and implement projects that increase their voices in public debates and help them act as a counterbalance to major public and private sector institutions. Grants also increase the participation of thousands of Palestinian beneficiaries from various sectors of society.

This section describes Tamkeen's extensive capacity building and technical assistance efforts in the first quarter of 2004, efforts that will continue and expand throughout the remainder of the year. In a major and planned development, members of the CSS team have assumed managerial responsibility over many capacity building initiatives, under the supervision of one of the project's three directors and the chief of party. Each task also involves members of other Tamkeen two other sub-teams, also sometimes in managerial roles—Programming, Communications, and IT, and Finance and Administration. This structure is allowing Tamkeen to accomplish a larger number of capacity building and technical assistance initiatives at a higher quality, extending the integrated approach discussed at the onset of this report.

D1. Strengthen CSO Capacity to Effectively Design and Implement Grant Proposals

As noted in our 2004 Work Plan, audits of Tamkeen grants, as well as pre-award surveys, revealed weaknesses in grant implementation on the part of some CSOs, particularly in relation to financial and administrative management. As a result, we are providing five levels of capacity-building assistance related to grant-proposal design and implementation during the current year. These complement the strengthened procedures, oversight, and training for the CSS team discussed in subsection C3.

One-on-one capacity building. Tamkeen's highly qualified CSS sub-team continues to be the primary mode of capacity building assistance to grantee CSOs. Each grant application is reviewed and revised an average of approximately 3.5 times (based on data from all closed grants). At each stage, the CSS team, with input from other Tamkeen staff members, returns comments on the application, making it stronger before submission to the Tamkeen Grants Committee.

The CSS team's constant one-on-one training has yielded significant results. This fact was recognized in the two impact assessment studies conducted in 2004, in which many CSOs reported that their skills in proposal development and implementation have improved significantly as a result of Tamkeen assistance. CSOs also reported that skills learned through Tamkeen are being used to successfully apply for grants from other donors, an important aspect of sustainability.

"Getting 2 Grants" training. The CSS team delivered five, four-day "Getting 2 Grants" workshops during the quarter—in Gaza City (twice), Ramallah, Nablus, and Bethlehem. In total, 57 participants representing 42 CSOs in the West Bank and approximately 31 participants representing 19 CSOs in the Gaza Strip benefited from the training during the first quarter. As noted in our previous quarterly report, 18 CSO representatives attended Getting 2 Grants training in Khan Younis during December 2003. See the adjoining box for more information on the Getting 2 Grants program.

Financial and administrative improvement plans. As discussed in subsection C3a above, Tamkeen launched an intensive program of pre-award capacity assessments for new CSOs and financial spot checks for current grantees at the end of 2003.

The findings of each spot check and assessments are documented in a report, which constitutes a financial and administrative improvement plan. The format of the report was developed by members of the finance and administration sub-team, based

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CSS Team Conducts Getting 2 Grants

Between December 2003 and March 2004, the Tamkeen CSS team conducted Getting 2 Grants training for a total of approximately 106 CSO representatives in five locations throughout the West Bank and Gaza Strip.

The Getting 2 Grants program covers writing project objectives and results, basic budgeting, and other skills necessary to write good grant proposals in response to Tamkeen solicitations. The program was substantially revised by the Tamkeen CSS team in late 2003 to account for changes to Tamkeen's grants manuals, more fully explain the financial and administrative management requirements and compliance aspects inherent in the simplified grants program, and introduced a new cost proposal budgeting template and procedures. All CSOs submitting full applications this year will be required to use the new cost proposal template. We expect that the use of this tool, combined with the budgeting principles introduced at the training, will provide for an easier budget review and approval process and smoother grant implementation.

Participants commented that they received far more information than they expected during the training, in particular practical, as opposed to theoretical, skills in proposal development and budgeting. One participant from a youth club said, "I have earned the sufficient knowledge to allow me to effectively seek funding from Tamkeen and other donors."

The entire CSS team participated in the delivery of Getting 2 Grants training in both the Gaza Strip and West Bank, leading all sessions. The training was designed to be hands-on and highly participatory, with participants developing mock project objective and results, as well as project budgets. We expect the program to result in higher quality proposals for delivery to the Tamkeen Grants Committee and better implementation of grants in accordance with Tamkeen and U.S. Government rules and regulations.

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on USAID regulations and GAAP, with the purpose of identifying any financial or administrative issues that indicate a weakness in an organization's ability to comply with the terms and conditions of the Tamkeen grant agreement and/or could be designated as "material weaknesses" in a formal audit. The reports also outline specific areas where Tamkeen can work with an organization to redress weaknesses on a point-by-point basis. Examples of such capacity building benefits of spot checks are included in the box on page II-7.

Financial system management and development workshops. As noted in 2004 Work Plan, this training activity is due to begin in the second quarter. However, the conceptual planning and programmatic development of the training took place this quarter. The object of the training, "Financial Management Systems Workshop: Administrative and Finance Fundamentals and Beyond," is to enhance the capacity of CSOs to efficiently and effectively manage Tamkeen and other USAID and donor resources. It is being designed based on the findings of the pre-award surveys, audits, and site visits. In this way, the training will be tailored to the exact needs of Tamkeen grantees with respect to implementing USAID grants, as well as projects and activities in general.

The training will cover such topics as the fundamentals of GAAP, USAID, and U.S. government regulations, the relationship between grant agreements and audits, funds management and support documentation, procurement, policies, procedures, and internal controls, and work plan and task-based budgeting.

We are currently in the process of contracting with consultant Paul McVey to design the training materials, deliver up to four iterations of the training (2 in West Bank and 2 in the Gaza Strip), and mentor the finance and administration team and interested CSSs to deliver the workshops in the future throughout the remainder of the project on an as-needed basis. The initial delivery of the training is scheduled to take place in late May and early June.

Financial management hardware and software. To initiate this new element of the FOG program, the finance and administration team conducted a market survey of available accounting software programs used by our CSO grantees, based on research gathered through the spot check and pre-award assessment process and by soliciting information from our audit IQC subcontract partners. The IT sub-team issued a request for quotation (RFQ) according to our established criteria, including accounting elements and whether the software package was officially authorized for use in Palestine by the Palestinian Authority. Based on the bids received, we will contract with three different software providers for comprehensive packages that include software, installation, maintenance, and training, in a manner very similar to our standard IT FOG program. Based on a list of priority CSOs, determined by the findings from pre-award assessments and spot checks, we will begin to issue accounting software and training FOGs early in the second quarter.

D2. Increase the IT Capacity of Grantee CSOs

In the first quarter, Tamkeen continued to expand its IT capacity building program under the leadership of the Senior IT specialist in the West Bank and IT specialist in Gaza. The program involves assessments of all new Tamkeen grantees, followed by FOG grants for the procurement of needed equipment and training. Tamkeen has also started contracting directly for training programs through local providers, which increases the effectiveness and efficiency of the delivery of this form of capacity building assistance.

During the quarter, the IT sub-team issued three FOG grants to CSOs to improve their IT capacity. It also conducted assessments of a total of four CSOs, mostly new grantees. In the training area, a course in MS Project was conducted in Ramallah for nine participants from four CSOs (as well as for three Tamkeen staff members), and a course in MS Excel was started in Nablus for eight participants from four CSOs. Starting in the second quarter, we will conduct Excel training in Gaza for approximately 20 participants from eight CSOs.

Also during the quarter, we designed training and impact assessment initiatives for later in the year. We have redesigned the impact assessment of our IT capacity building program (discussed in Section IV of this report) to focus both on successes to date and recommendations for future efforts, in particular expanded training initiatives.

We also started designing the two training programs discussed in our work plan for 2004: Basic IT planning and self-assessment, and IT resource persons. With respect to both programs, we discussed the possibility of creating a partnership with local IT service providers, including the Birzeit University Institute of Technology. As these plans are

finalized in the second quarter, they will be presented to USAID for review and comment. We expect to initiate both training programs by the end of the second quarter or, depending on the timing of other capacity building initiatives, early in the third quarter.

D3. Develop and Implement Advanced, Standards-Based Training Capacity-Building Program

Tamkeen conducted the first module of an advanced standards-based training best practices program during the quarter in the Gaza Strip and the West Bank. Both iterations of the first module received strongly favorable reviews from participants and CSO directors alike. The module, which concentrated on training needs assessment and training planning, took place over five days using interactive methods. A total of 35 participants nominated by the institutional members of the Palestinian Training Best Practices Committee attended the course. They were selected based on an objective criteria that targeted both experienced trainers and project managers/training coordinators. All participants have follow-up assignments to complete before the start of the second module in late May 2004.

Trainee evaluations for the initial module where highly positive. One participant, Rania Al-Kasem, a community development specialist at Ma'an Development Center, commented, "This training is allowing us to create clear, unified, and simple training plans, and to teach Palestinian trainers how to conduct high-quality needs assessments, eliminating our dependence on expensive foreign consultants."

The second module will cover training program design and materials development. It will be followed by three other modules over the course of this year and in early 2005: master trainers, monitoring and evaluation, and effective training management and quality assurance.

Tamkeen also facilitated two meetings of the Palestinian Training Best Practices Committee during the quarter. During these meetings the committee approved three sets of training standards, drafted by Tamkeen in 2003, and started the process of officially registering the group with the Palestinian Authority.

To assist with the registration process, Tamkeen engaged a senior Palestinian lawyer, Ribhi Qatamish, who drafted Tamkeen's recent study of the implementation of the Law on Non-Governmental Organizations. We expect the committee to submit all of the necessary documents for registration during the second quarter. After that, the committee plans to announce its existence publicly and start the process of distributing the draft training standards to training providers, donors, and other interested parties.

The Palestinian Training Best Practices Committee was formed with Tamkeen assistance in 2003. Participating institutions represent Palestine's more important training providers and university extension programs: El Quds Open University, An-Najah University, Bisan Center for Research and Development, Birzeit University, Hebron University, Islamic University of Gaza, Ma'an Development Center, and Panorama. The committee may expand its members after it is officially registered with the Palestinian Authority.

Tamkeen is assisted in this program by three highly qualified consultants: Elizabeth Boustagui-Logan, Tawfik Nassar, and Ala' Ghalayini.

D4. Deliver Training in Advocacy Skills

Tamkeen coordinated the second phase of training in advocacy skills and techniques with program participants and the Washington, DC-based Advocacy Institute during the quarter. In particular, all participants in the first phase, one-day workshops in December 2003, were required to complete case stories. Following up to ensure receipt of the stories proved difficult, and most required translation from Arabic to English. After extensive efforts on the part of the Tamkeen team, nearly all stories were received, translated, and forwarded to the Advocacy Institute by the middle of the quarter. With participants and their directors, Tamkeen emphasized the importance of completing all assignments on time and showing commitment to this extremely valuable program. The case stories will be used as the basis for tailoring the upcoming Advocacy Fellows program to the needs and experiences of Palestinian CSOs. The fellows program, scheduled for early May 2003, will be a five-day, intensive workshop conducted in the West Bank and Gaza Strip for approximately 15 participants in each location.

In late August/early September, Tamkeen and the Advocacy Institute will conduct the third phase of this program, the Advocacy Resource Persons Program. Through participants in this final phase (who will be selected from the top participants in the fellows program), we hope to establish a sustainable advocacy program in Palestine. Those completing the final phase will be expected to serve as trainers and resource persons in their own institutions and to help deliver training and provide assistance to other institutions.

D5. Develop Additional Targeted Training Programs to Respond to CSO Needs

Tamkeen spent the first quarter concentrating on the design and recruitment for the initial capacity building initiatives outlined in its work plan. As the year proceeds, expect to continue to develop programs for delivery in the last two quarters of 2004 and beyond. Needs will be determined based on consultative and bilateral meetings with CSO partners and in close cooperation with USAID.

D6. Determine Demand for Full Implementation of the PONAT

Tamkeen finalized a plan for the roll-out of the Participatory Organizational Needs Assessment Tool (PONAT) to the CSO community, service providers, and international donors during the quarter. In a modification of the 2004 Work Plan, Tamkeen will train members of the CSS team in piloting the PONAT on two, carefully selected CSOs before it is formally presented to external audiences. Following the training process, which will take place in the second quarter, Tamkeen will conduct five, one-day workshops on the PONAT (three in the West Bank and two in the Gaza Strip) to introduce the instrument to the CSO community and receive feedback. This will be followed by a workshop for donor organizations and donor-funded projects.

Introduction of the PONAT to the CSO and donor communities should provide Tamkeen with the feedback needed to determine steps to be taken in the last two quarters of 2004 and the first two quarters of 2005, including its possible publication and wide distribution for use by non-partner CSOs and donors, as well as the development of targeted capacity-building initiatives.

D7. Other Capacity-Building Initiatives

This section has presented some of our capacity-building initiatives; others are integrated into the remainder of the work plan:

- Section III, "Communications and Outreach," discusses the following capacity-building initiatives: training in media relations and communications skills for CSOs; roundtables to improve networking between CSOs and the media; training for journalists; and conferences to improve communication and information sharing between CSOs.

- Section IV, "Results Monitoring," addresses training in performance monitoring for CSOs.

Communications and Outreach

A. Background and Objectives

Tamkeen's 2004 Work Plan lays out an ambitious plan for consolidating internal communications efforts and launching a new set of initiatives designed to increase the communication capacity of Palestinian CSOs.

Our communication efforts have two overall objectives:

- Increase the capacity of Palestinian CSOs to communicate their goals, objectives, and successes to target populations and key groups, including the donor community, opinion leaders, and the media

- Increase transparency, understanding, and appreciation of Tamkeen's efforts among the project team, USAID, grantees, potential grantees, key stakeholders, and opinion leaders

Both objectives are integral to realizing Tamkeen's overall purpose of strengthening the role of CSOs in public discourse. The programming and communications team provides overall leadership to this component, but all activities will be coordinated closely and a few are managed directly by other Tamkeen teams, particularly CSSs.

B. Increasing the Communication Capacities of Palestinian CSOs

Tamkeen's partner CSOs regularly engage in efforts to raise awareness and participate in public debates on a wide range of issues, both local and national. Initial investigations by the project team indicated that some larger CSOs focused on D&G are good at working with the media, but that small/medium-sized CSOs and service delivery organizations lack capacity in this area. These observations were confirmed by participants in a series of workshops held in December 2003 with media and CSO representatives.

In the first quarter of 2004, we developed initial program ideas to address a few of these needs, including training for CSOs in media relations and workshops for Palestinian journalists in investigative journalism. Implementation of these activities will take place starting at the end of the second quarter and extending throughout the remainder of the year.

B1. Increase Networking Between CSOs and the Media

Tamkeen launched a series of CSO-media roundtables in 2002 and is continuing this initiative in 2004. The first roundtable of the year is was rescheduled to the second quarter of 2004 due to a large number of other capacity building initiatives (in particular an expanded series of seminars in grant proposal writing and the advanced training best practices program) scheduled for the first quarter. Most likely, topic will be "Defending Free Expression: Roles and Responsibilities of the Media and CSO Communities." Sessions will be held in Ramallah and Gaza City. Panel members will include senior representatives from the media and CSO communities.

B2. Improve Media Relation Skills of CSOs

Tamkeen will conduct workshops in media relations and related skills starting at the end of the second quarter and during the third quarter. The start of this initiative was rescheduled due to the large number of capacity building activities taking place in the second quarter, to which many of the same CSO representatives will be invited.

During the quarter, we developed an initial outline of this program, which will include a series of workshops on basic communications and media relations skills, as well as a broader introduction to the topic. Plans for the introductory session grew out of the roundtables in 2003, during which we discovered a great deal of misunderstanding of the nature and purpose of media relations among CSO managers and staff members. We are investigating the possibility of coordinating this training program with local universities and/or training providers, and also discussed the possibility of coordination with PNGO.

B3. Improve the Ability of Journalists to Cover the Democratic Process and CSO Activities

Tamkeen developed a preliminary design for a training program in investigative journalism with a focus on the democratic process during the quarter. We anticipate engaging an expatriate consultant for this task and starting implementation during the late-second or early third quarter.

As currently designed, the training will focus on the coverage of the democratic process, elections, and reform efforts (at all levels of government and within other social institution, including political parties, the private sector, and the NGO sector), thus fitting within Tamkeen's overall mandate. The draft outline for the program calls for at least one extended workshop (5 to 10 days), conducted in at least two locations (in the Gaza Strip and West Bank).

To partner with Tamkeen during implementation, we started discussing professional training programs with media departments at Palestinian universities. In line with other Tamkeen capacity building initiatives (training best practices, for example), Tamkeen would like to utilize both international expertise and Palestinian training providers and university programs to implement this initiative, even if it requires more time during the planning stage. In our view, this structure is more likely to yield sustainable results beyond the life of the Tamkeen project.

B4. Improve CSO-Donor Relations

Tamkeen proposed a series of events to bring donors and CSOs together as a topic for discussion with the international donors group during its first quarter meeting. As discussed below (subsection C3), Israeli army incursions forced the rescheduling of the meeting to April 2004.

The donor-CSO events are scheduled for the fourth quarter.

B5. Improve Grantee-to-Grantee Relationships and Coordination

This task is scheduled for the third quarter.

C. Increasing Awareness of Tamkeen and Its Benefits

Tamkeen continues to expand the amount and quality of information it distributes to external audiences about its own operations, as well as the benefits it is creating for the Palestinian people. Major targets of these activities include:

- Tamkeen's partner CSOs
- Other CSOs and influential persons in Palestine
- USAID officials
- Other international donors and projects
- Palestinian public
- Interested public outside Palestine

Aside from the initiatives outlined below, Tamkeen continued to provide information for USAID communications efforts. During the quarter, we supplied information on grants implemented by the Islah Charitable Society in Jericho and the Fekra Center for the Performing Arts, both of which were used for success stories that were posted on the USAID West Bank/Gaza website.

C1. Maintain Tamkeen Website

Tamkeen continues to increase the content on its website (http://www.tamkeen.org)—launched in 2003. During the quarter, we began adding information from our weekly update to the website under "Tamkeen News." This provides a weekly opportunity to post new information on the project's grant making, technical assistance, and capacity building initiatives. We also added a search engine and continued to post success stories. New stories include:

- Radio Series Fosters Dialogue on Reform
- Literacy Program Empowers Deaf Women in Gaza
- Palestinian Professionals Hone Their Management Skills

These stories are written in the field by the communications team and edited with assistance from the Chemonics home office.

In the coming quarter, we will add an extensive list of resource links to the site, as well as additional information on the wide range of capacity building initiatives being implemented during 2004. We will also launch the Arabic site, which was completed in draft form at the end of the first quarter.

Since its launch in the third quarter of 2003, the new Tamkeen website has received 6,822 visits total, of which we estimate that approximately 4,500 are from external users (not Tamkeen staff members).

C2. Develop and Distribute Printed and Electronic Information on Tamkeen

Tamkeen finished the draft of a brochure highlighting the successes achieved by Tamkeen and its grantees, which was shared with and approved by USAID. It will be printed early in the second quarter. The brochure focuses on five "success stories," with background information on the project's purpose, progress to date, and capacity-building efforts. It also provides contacts for more information on project activities. Target audiences include Palestinian CSOs (particularly non-grantees), local and international government officials, the media, and the general public.

Tamkeen also completed English and Arabic summaries of its 2004 Work Plan. These are ready for distribution during events and have been posted on the website for those interested in more specific information on the project's activities during the current year.

Finally, we continued to produce and distribute a weekly update on project-related news and events. Redesigned in late 2003, this publication offers a brief overview of grant making, capacity building, and other Tamkeen achievements during the week, as well as a list of upcoming events planned by grantee CSOs. The publication is distributed directly to USAID, Tamkeen partners, and the Chemonics home office. It is also posted on Tamkeen's website.

C3. Increase Direct Communication with Major External Audiences

Tamkeen expanded the list of participants in the International Donors Group during the first quarter, but unfortunately the initial meeting of the year, scheduled for March, was rescheduled due to an Israeli Army incursion into Ramallah. The meeting will be held in early April and focus on compliance issues, as well as on capacity building efforts during the current year. Members include:

- ACDI/VOCA (new)
- Welfare Association (World-Bank funded)
- Australian Aid
- Canadian Aid (CIDA)
- Danish Aid
- Dutch Representative Office (new)
- European Union
- Friedrich Nauman Foundation (German)
- German Aid (GTZ)
- Irish Representative Office (new)
- Rafeed, a USAID-funded project

Tamkeen continued to conduct bilateral meetings throughout the quarter with major players in the NGO community, government, international and local donor organizations, and others. These included the following:

- Tamkeen continued to support the Palestinian Training Best Practices committee, which represents major university extension programs and training providers. These efforts are described in Section II.D3 of this report.

- Tamkeen met with members of the Palestinian NGO network (PNGO) executive committees in the Gaza Strip and West Bank to introduce its work plan and explore

ways to coordinate capacity building efforts. The meetings yielded commitments from both sides to share information on capacity building initiatives and combine efforts in a number of areas, including training in monitoring & evaluation and communications skills.

- Tamkeen senior management met with USAID on several occasions during the quarter to share ideas on the new version of the ATC, as well as on USAID DG efforts in Palestine.

Results Monitoring

A. Background and Objectives

As noted at the beginning of this report, Tamkeen is dedicated to increasing the participation of Palestinian CSOs in public discourse. This focus is drawn directly from USAID's Strategic Objective 3, "more responsive and accountable governance," and IR 3.1, "increased participation of CSOs in public discourse." IR 3.1 has three sub-IRs: IR 3.1.1, "increased capacity of CSOs to participate in public discourse," IR 3.1.2, "CSOs effectively aggregate and articulate citizen issues," and IR 3.1.3, "CSOs effectively disseminate information to citizens on public issues."

Tamkeen uses two different methods to measure progress related to IR 3.1 and its sub-IRs. First, our impact assessment program provides qualitative analysis using the services of highly qualified international and Palestinian consultants. Second, in an effort to collect quantitative data on project successes, we collect quantitative data on all closed grants using the USAID-approved Performance Monitoring Plan (PMP).

In addition to monitoring its own performance, Tamkeen is developing a capacity building initiative to help CSOs improve their own performance monitoring techniques, a need identified by the two impact assessment studies conducted in 2003.

B. Analyze Results Generated by Tamkeen's Performance Monitoring Plan

Tamkeen continued to collect PMP information on all completed grants. To date, we have collected information for all Year 1 grants, and for the approximately 60 percent of Year 2 grants that have been closed. We expect a great many more Year 2 grants to close in the second quarter, allowing us to summarize and analyze the results from the first two years of project operations. Because many Year 2 grants are not closed, we will reschedule the production of the report evaluating progress to date against the PMP indicators to June 2004. This will allow a more complete data set and better analysis.

To facilitate this process, the CSS team, in partnership with the programming and communications specialist, are currently doing a review of all outstanding grants, when they are expected to close, and whether PMP data has been received from CSOs. We have also instituted new procedures to ensure that PMP data is collected for each grant before it is certified as closed and the last tranche payment is made.

C. Continue Impact Assessment Program

To complement its quantitative performance monitoring efforts, Tamkeen also conducts impact assessment studies using external consultants. We conducted two such studies in 2003.

During the first quarter, we completed a special study of one grantee's efforts and started planning two other major studies that will be conducted later in the year. The results of the study of the individual grantee, Al-Amal Rehabilitation Society in Khan Younis, are

summarized in the adjoining box. The completed and edited study will be delivered to USAID in late April.

Two major studies being planned for later in the year:

- A study of the impact of Tamkeen's IT capacity building efforts with recommendations for future assistance in this area. This study will help us improve the IT FOG program and provide guidance on future IT capacity-building efforts during the fourth year and beyond. We expect to start this study by the end of the second quarter, and finish during the third. We developed a draft scope of work for this assignment and are currently recruiting a consultant(s) (and/or a research institute) to undertake this study, before our recommendations are submitted to USAID for approval. Most importantly, we have started discussions with the Birzeit University Institute of Technology about partnering on this and other IT capacity building initiatives planned for the remainder of the year.

- A major study of the impact of civic education. Still in the design phase and in discussion with a major U.S. academic who has conducted similar work in other countries, Tamkeen is developing a study that will show the impact of civic education when delivered to various different target groups and by different types of organizations. The findings will be useful to evaluate Tamkeen's efforts, design follow-up programs in Palestine, and better target USAID and donor-funded civic education efforts world wide.

**Major Findings:
Impact Assessment Study of
Al Amal Rehabilitation Society**

Undertaken by an experienced Palestinian consultant, Dr. Sanaa Abou-Dagga, this evaluation study examines the impact of two grants made to Al-Amal between June 2001 and June 2003 for early detection of hearing problems among children in southern Gaza.

Dr. Abou-Dagga concluded that the projects had been very successful in providing services to hearing-impaired children in southern Gaza, as well as in achieving DG results in line with Tamkeen's mandate. In her conclusions, she noted the following major achievements:

- Despite being a small NGO, Al-Amal successfully implemented the Rafah and Khan Younis projects—the largest initiatives managed by the center.

- The number of beneficiaries impacted by project activities exceeded initial targets. In addition, the center designed and implemented activities that were not originally planned, demonstrating flexibility and creativity in responding to community needs as they arose. In doing so, the center made sound use of Tamkeen-allocated resources to provide a broad range of quality services.

- Center staff demonstrated a great deal of professionalism, commitment, and enthusiasm to the projects, ensuring objectives were met despite a highly unstable political environment.

- Al-Amal staff were well-informed about hearing-impaired issues, which enabled them to effectively respond to local needs and to gain the respect of the communities where they worked.

- To a certain extent, the projects effectively combined service delivery with democracy and governance activities.

- The center exhibited a great deal of transparency throughout project implementation, which helped to secure local support and ensure the participation of community stakeholders.

- Tamkeen played an instrumental supportive role in all phases of the projects, from planning to implementation. Tamkeen coordinators in Gaza skillfully supervised and guided grant-funded activities.

To initiate planning of this study, we drafted a scope of work during the quarter and started discussions with a senior academic in the U.S. who has conducted similar work in Africa, Eastern Europe, and elsewhere. We will finalize the scope of work and recruit both international and local experts (or institutions) during the second quarter, with a tentative start-date in the third quarter. Throughout the design phase, we will continue to consult USAID about this project.

D. Increase the Performance Monitoring Capacity of CSOs

Tamkeen has started designing capacity-building assistance to Palestinian CSOs in performance monitoring. During the quarter, Tamkeen formed a working group which has held initial discussions and planning sessions. We are also researching current initiatives in this area, including those conducted by Palestinian services providers, as well as by other donor-funded projects (e.g., ACDI/VOCA). Like most Tamkeen capacity building initiatives, we are investigating partnerships with local institutions and experts so as to ensure continuation of the initiative, even if the initial iterations of the program are conducted by an expatriate consultant.

Most likely, the formal capacity-building program will include two- to three-day workshops on the development and implementation of performance monitoring plans and systems for partner CSOs (current and former), potential partners, and other interested parties (space permitting). These workshops, utilizing an outside consultant, will be scheduled for the third quarter in various areas of the West Bank (e.g., Nablus, Ramallah, and Bethlehem) and Gaza. They will focus on practical, hands-on training tailored to the needs of participants.

SECTION V

Overall Management

A. Background and Management Requirements

A1. Staffing and Staff Development

Staffing. The shift in staffing resources in the finance and administrative sub-team in late 2003 proved to be good in terms of increasing the sub-team's ability to manage increased grant compliance tasks. The number of pre-award surveys, financial spot-checks, and audits conducted in the first quarter increased significantly over the last quarter of 2003, and having the senior financial officer, accountant, and Gaza office manager focused on meeting this core function has been essential.

However, to provide the maximum level of coverage of financial issues, increase compliance with USAID regulations, and supply additional capacity building support in Gaza, the project has decided to engage a finance and accounting specialist to further support the needs of the Gaza team. This new position was originally envisioned in the 2004 Work Plan, and the findings of audits and spot-checks have confirmed that our CSO partners in Gaza could benefit greatly from an individual dedicated to financial issues, mirroring the function provided in the West Bank by our senior financial officer and accountant. The recruitment process for this individual began in the latter part of the quarter, and we expect to fill the position in the early to middle portion of quarter two.

Beyond this, we will continue to review our staffing needs throughout the course of 2004, addressing any additions to our capacity-building program and the needs of our partner CSOs Beyond this, we will supplement project resources with short-term assistance as needed.

Staff development. In the first quarter, Tamkeen continued its emphasis on encouraging staff members to take a proactive role in their own professional development. This took place with staff members identifying outside training opportunities or taking advantage of on-the-job training opportunities that may fall outside of their immediate job duties. There were several cases during the first quarter in which staff members undertook training efforts on their own or in which Tamkeen (and Chemonics) helped to identify and then help individuals attend such training events. We feel strongly that this type of approach to staff development promotes individual responsibility and ownership of professional growth and ensures that all efforts contribute to improving the project as a whole.

Staff members have started using an individual development plan template developed by the director of finance and administration (beginning with the finance and administration staff) as a way for staff and their supervisors to follow up on professional development ideas highlighted in annual performance evaluations. This approach will be continued throughout the year. In addition, Tamkeen continued to emphasize staff performance appraisals as a way of identifying professional development needs, in particular the employee self-appraisal sections.

A2. Office Administration and Logistical Support

Administrative systems, policies, and procedures. Throughout the quarter, Tamkeen conducted operations based on its established, and now streamlined, administrative and financial systems and procedures. We expect the Chemonics home-office project administrator will conduct a field supervisory visit in quarter two to support this continuing process and to assist with other financial training initiatives and grants compliance functions, as needed.

IT infrastructure. As indicated in the 2004 Work Plan, several additional upgrades to our systems are planned for 2004. These include installing better back-up connections between the Gaza and Ramallah offices and improved network security, which is particularly important now that Tamkeen is hosting the website and grants database locally. The IT specialist in Gaza drafted the plan for these infrastructure improvements this quarter and the upgrading is expected to be completed in quarter two.

A3. Improved Financial Management and Compliance With Contract Regulations

Contract and financial monitoring. In the 2004 Work Plan, Tamkeen committed to maintaining revitalized relationships with its subcontract partners throughout 2004. In this quarter, we held our first quarterly subcontractor meeting with our partners to discuss the goals and direction of the project in 2004 and how we can improve our cooperation as partners. We will continue these meetings throughout the year.

The monitoring of contract and financial obligations of the project took place throughout this quarter and will continue throughout the year. A field supervisory visit from the Chemonics home-office project administrator and/or project manager to assist in this function is expected to take place late in the second quarter (as noted above).

Annual USAID audit. The annual USAID audit of Tamkeen is not projected to occur until later in 2004. There was no activity in this area in quarter one.

A4. Team Retreats

There was no work in this area in the first quarter. The first retreat of the year is not expected to take place until the second quarter and will focus on team building and assessing project results to date against work plan targets.

B. Financial Management

B1. Continued Financial Monitoring of Contract Budget

Tamkeen has worked closely with the Chemonics home-office project management unit throughout the quarter to manage and monitor expenditures within the realigned budget structure. These efforts will continue throughout the year.

B2. Improved Financial Controls Over Grant Program Activities

Tamkeen has instituted more formal mechanisms for financial control and oversight to support adherence to the regulatory requirements of the USAID grants-under-contract mechanism, as well as strengthen our ability to provide comprehensive capacity-building

support to CSO partners. These compliance elements and capacity-building activities are described in detail in Section II.

ANNEX A

Audit Plan

Quarter 3 – Round 1

Round	Grantee name	Grant(s) to be audited	Period to be audited
	Program Audits		
1	El Hanan Benevolent Association for Mother and Child	01-21, 01-44, 02-141	Aug 01-May 03
1	Palestine Save the Children Foundation	01-26, 02-105	Nov 01-Mar 03
1	Panorama- Center for the Dissemination of Democracy and Community Development*	01-64	Jan 02-Nov 02
	OMB-A133 Audits		
1	Arab Thought Forum (ATF)	01-56, 01-57, 01-58, 02-92	Jan 02-Dec 02 (FY of CSO) Funding: $324,904
1	Civic Forum Institute	01-59, 01-60, 01-61, 02-101, 02-102, 02-103, 02-130, 020131, 02-132, 02-133, 02-134, 02-135, 02-136	Jan 02-Dec 02 (FY of CSO) Funding: $406,454
	Pre-Award Surveys		
1	Human Development Association (HAD)	N/A	N/A
1	Palestinian Federation of Industries (PFI)	N/A	N/A

Quarter 4 – Round 2

Round	Grantee name	Grant(s) to be audited	Period to be audited
	Program Audits		
2	Atfaluna Society for Deaf Children	01-03	Sep 01-Jul 02
2	National Central Committee for the Rehabilitation of Disabled	01-14, 01-46, 01-50	Aug 01-Oct 02
2	Educational Network Center- EdNet	01-11	Sep 01- Sep 02
2	Center for Private Sector Development (CPSD)	01-54, 02-71, 02-146	Nov 01-May 03
2	Ma'an Development Center	02-94, 02-108	Nov 02-May 03

Quarter 1, 2004 – Round 3

Round	Grantee name	Grant(s) to be audited	Period to be audited
	Program Audits		
3	Al-Amal Rehabilitation Society	01-02	Sep 01-Jul 02
3	Alpha International	01-10, 02-149	Sept 01-May 03
3	Society of Physically Handicapped People/Gaza Strip	01-24	Nov 01-Jul 02
3	Bisan Center for Research and Development	01-06	Nov 01-Nov 03
3	Palestine Avenir for Childhood Foundation	01-51	Dec 01-Aug 02
3	Palestine Association for Relief and Development	02-088, 02-118, 03-188	July 02-Jan 04

ANNEX B

CUMULATIVE GRANT PAYMENTS REPORT

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-01	BirZiet University Media Institute- BZMI	X		99,300.00	0.00	99,300.00	0.00	0.00	0.00	0.00	99,300.00	0.00	99,300.00	0.00
01-02	El-Amal Rehabilitation Society		X	82,685.45	16,388.00	0.00	0.00	99,073.45	0.00	0.00	99,073.45	2,673.45	99,073.45	0.00
01-03	Atfaluna Society for Deaf Children		X	92,925.45	7,848.00	0.00	0.00	100,773.45	0.00	0.00	100,773.45	2,673.45	100,773.45	0.00
01-04	International Palestinian Youth League- IPYL	X		47,278.15	910.30	48,188.45	0.00	0.00	0.00	0.00	48,188.45	2,673.45	48,188.45	0.00
01-05	Care for Children of Special Needs Society	X		21,172.00	0.00	0.00	0.00	0.00	21,172.00	0.00	21,172.00	0.00	21,172.00	0.00
01-06	Bisan Center for Research & Development	X		94,298.54	1,924.46	96,223.00	0.00	0.00	0.00	0.00	96,223.00	0.00	96,223.00	0.00
01-07	Total Contact Center for Rehabilitation of the Deaf	X		32,436.90	3,604.10	0.00	0.00	36,041.00	0.00	0.00	36,041.00	0.00	36,041.00	0.00
01-08	Ashtar for Theater Productions and Training	X		50,400.00	0.00	50,400.00	0.00	0.00	0.00	0.00	50,400.00	0.00	50,400.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-09	Center for Environmental and Occupational Health Sciences- BZU	X		79,635.80	10,446.20	0.00	0.00	0.00	0.00	90,082.00	90,082.30	3,030.30	90,082.00	0.30
01-10	Alpha International	X		79,515.75	2,459.25	81,975.00	0.00	0.00	0.00	0.00	81,975.00	0.00	81,975.00	0.00
01-11	Educational Network Center-EdNet	X		82,928.49	17,616.96	0.00	0.00	100,545.45	0.00	0.00	80,805.45	2,673.45	100,545.45	-19,740.00
01-12	Palestinian Center for Public Opinion- PCPO	X		43,848.11	13,724.89	57,573.00	0.00	0.00	0.00	0.00	57,573.45	2,673.45	57,573.00	0.45
01-13	Cinema Production Center-CPC	X		83,970.00	9,330.00	0.00	0.00	93,300.00	0.00	0.00	93,300.00	0.00	93,300.00	0.00
01-14	National Central Committee for the Rehabilitation of Disabled	X		17,731.56	5,296.44	0.00	0.00	0.00	23,028.00	0.00	23,028.00	0.00	23,028.00	0.00
01-15	Economic Policy and Research Institute (Mas)	X		44,058.08	6,007.92	0.00	0.00	50,066.00	0.00	0.00	50,066.00	0.00	50,066.00	0.00
01-16	Al - Lod Charitable Society	X		62,375.10	4,694.90	0.00	0.00	67,070.00	0.00	0.00	67,070.00	0.00	67,070.00	0.00
01-17	Arab Center for Agricultural Development		X	49,748.40	14,031.60	0.00	63,780.00	0.00	0.00	0.00	63,780.00	0.00	63,780.00	0.00
01-18	Maghazi Community for Rehabilitation Society		X	72,517.20	13,812.80	0.00	0.00	86,330.00	0.00	0.00	86,330.00	0.00	86,330.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-19	Fekra for Educational Art		X	79,962.45	4,208.55	0.00	0.00	0.00	84,171.00	0.00	84,171.00	0.00	84,171.00	0.00
01-20	Palestinian Hypertension Association		X	51,905.45	0.00	0.00	0.00	51,905.45	0.00	0.00	51,905.45	2,673.45	51,905.45	0.00
01-21	El-Hanan Association for Mother and Child		X	84,416.50	10,433.50	0.00	0.00	94,850.00	0.00	0.00	94,850.00	0.00	94,850.00	0.00
01-22	Union of Agricultural Work Committees		X	58,360.00	0.00	0.00	0.00	0.00	0.00	58,360.00	58,360.00	0.00	58,360.00	0.00
01-23	The Palestinian Institute for Society Research and Training (Wattan)		X	32,680.45	10,543.00	43,223.45	0.00	0.00	0.00	0.00	43,223.45	2,673.45	43,223.45	0.00
01-24	Society of Physically Handicapped People / Gaza Strip		X	86,438.00	11,787.00	98,225.00	0.00	0.00	0.00	0.00	98,225.00	0.00	98,225.00	0.00
01-25	Islah Charitable Society	X		24,310.95	7,212.50	0.00	0.00	0.00	31,523.45	0.00	31,523.45	2,673.45	31,523.45	0.00
01-26	Palestine Save the Children Foundation		X	76,326.72	12,425.28	0.00	0.00	88,752.00	0.00	0.00	88,752.00	0.00	88,752.00	0.00
01-27	Center for Development in Primary Health Care - AlQuds University	X		70,182.06	18,940.24	0.00	0.00	0.00	0.00	89,122.30	89,122.30	3,030.30	89,122.30	0.00
01-28	The East Jerusalem YMCA and Vocational Training Center, Jericho	X		86,000.00	14,000.00	0.00	100,000.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-29	Palestinian Federation of Industries (PFI)	X		2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-30	General Union Of Agriculture Working Committees (GUAWC)		X	2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-31	Technical Center For Agriculture Services (TCAS)	X		2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-32	Palestinian Youth Council (PYC)	X		2,673.45	0.00	0.00	0.00	2,673.45	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-33	General Union Of Disabled Palestinians (GUDPAL)	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-34	Al-Amal Society For Handicapped Rehabilitation	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-35	Women's Empowerment Project (WEP)	X		2,673.45	0.00	2,673.45	0.00	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-36	Educational Network (EdNet)	X		2,673.45	0.00	0.00	0.00	2,673.45	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-37	Association of Engineers for the Gaza Governorates		X	2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-38	Palestinian Hypertension Association (PHA)		X	1,918.65	0.00	0.00	0.00	0.00	1,918.65	0.00	1,918.65	1,918.65	1,918.65	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-39	The Palestinian Institute for Community Research & Training (Wattan Institute)		X	1,044.30	0.00	0.00	0.00	1,044.30	0.00	0.00	1,044.30	1,044.30	1,044.30	0.00
01-40	Local Committee for the Rehabilitation of Disabled	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-41	Association of Visually Impaired Graduates League		X	3,703.97	0.00	3,703.97	0.00	0.00	0.00	0.00	3,703.97	3,703.97	3,703.97	0.00
01-42	Attawfiq Fishermen Cooperative		X	3,078.25	0.00	0.00	3,078.25	0.00	0.00	0.00	3,078.25	3,078.25	3,078.25	0.00
01-43	Culture & Free Thought Association		X	2,673.45	0.00	2,673.45	0.00	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-44	El-Hanan Benevolent Association For Mother & Child		X	5,175.41	0.00	0.00	0.00	0.00	5,175.41	0.00	5,175.41	5,175.41	5,175.41	0.00
01-45	Fekra Association for Educational Art		X	2,937.35	0.00	0.00	0.00	2,937.35	0.00	0.00	2,937.35	2,937.35	2,937.35	0.00
01-46	National Center For Community Rehabilitation		X	4,199.35	0.00	0.00	0.00	0.00	4,199.35	0.00	4,199.35	4,199.35	4,199.35	0.00
01-47	Cinema Production Center	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-48	Association of Visually Impaired Graduates League		X	20,853.20	7,326.80	28,180.00	0.00	0.00	0.00	0.00	28,180.00	0.00	28,180.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-49	Culture and Free Thoughts Association		X	50,908.60	16,076.40	66,985.00	0.00	0.00	0.00	0.00	66,985.00	0.00	66,985.00	0.00
01-50	National Center for Community Rehabilitation (NCCR)		X	85,536.00	11,664.00	0.00	0.00	0.00	97,200.00	0.00	97,200.00	0.00	97,200.00	0.00
01-51	Palestine Avenir For Childhood Foundation		X	77,953.25	20,721.75	0.00	0.00	0.00	98,675.00	0.00	98,675.00	0.00	98,675.00	0.00
01-52	Atawfiq Fishermen Cooperative Society		X	45,523.20	1,896.80	0.00	47,420.00	0.00	0.00	0.00	47,420.00	0.00	47,420.00	0.00
01-53	Local Committee for Rehabilitation of Disabled	X		57,983.66	1,183.34	0.00	0.00	0.00	59,167.00	0.00	59,167.00	0.00	59,167.00	0.00
01-54	Center for Private Sector Development (CPSD)	X		56,769.75	18,923.25	0.00	75,693.00	0.00	0.00	0.00	75,693.00	0.00	75,693.00	0.00
01-55	Palestinian Food Industry Association - PFIA	X		2,673.45	0.00	2,673.45	0.00	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-56	Arab Thought Forum-ATF	X		79,990.40	19,997.60	99,988.00	0.00	0.00	0.00	0.00	82,538.00	0.00	99,988.00	-17,450.00
01-57	Arab Thought Forum-ATF	X		79,941.60	19,985.40	99,927.00	0.00	0.00	0.00	0.00	82,477.00	0.00	99,927.00	-17,450.00
01-58	Arab Thought Forum-ATF	X		78,991.31	20,997.69	99,989.00	0.00	0.00	0.00	0.00	82,538.00	0.00	99,989.00	-17,451.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-59	The Civic Fouram Institute - CFI	X		78,994.75	13,940.25	92,935.00	0.00	0.00	0.00	0.00	92,935.00	0.00	92,935.00	0.00
01-60	The Civic Fouram Institute - CFI	X		77,245.60	19,311.40	96,557.00	0.00	0.00	0.00	0.00	96,557.00	0.00	96,557.00	0.00
01-61	The Civic Fouram Institute - CFI	X		75,145.84	22,446.16	97,592.00	0.00	0.00	0.00	0.00	97,592.00	0.00	97,592.00	0.00
01-62	Panorama - Center for the Dissemination of Democracy & Community Development	X		79,775.28	18,712.72	98,488.00	0.00	0.00	0.00	0.00	98,488.00	0.00	98,488.00	0.00
01-63	Panorama - Center for the Dissemination of Democracy & Community Development	X		79,397.60	19,849.40	99,247.00	0.00	0.00	0.00	0.00	99,247.00	0.00	99,247.00	0.00
01-64	Panorama - Center for the Dissemination of Democracy & Community Development	X		81,739.23	16,741.77	0.00	0.00	0.00	98,481.00	0.00	98,481.00	0.00	98,481.00	0.00
01-65	Care for Children of Special Needs Society	X		4,791.15	0.00	0.00	0.00	0.00	4,791.15	0.00	4,791.15	4,791.15	4,791.15	0.00
01-66	Maghazi Community for Rehabilitation Society		X	2,245.00	0.00	0.00	0.00	2,245.00	0.00	0.00	2,245.00	2,245.00	2,245.00	0.00
02-67	The Cooperative Development Unit - Agricultural Cooperative Union	X		30,299.00	0.00	30,299.00	0.00	0.00	0.00	0.00	30,299.00	0.00	30,299.00	0.00
02-68	Khuza'a Permaculture Center Association		X	89,699.52	3,737.48	0.00	0.00	93,437.00	0.00	0.00	93,437.00	0.00	93,437.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-69	Arab Center for Agricultural Development		X	3,967.00	0.00	3,967.00	0.00	0.00	0.00	0.00	3,967.00	3,967.00	3,967.00	0.00
02-70	The Palestinian Center for Micro Projects Development		X	62,304.00	8,496.00	70,800.00	0.00	0.00	0.00	0.00	70,800.00	0.00	70,800.00	0.00
02-71	Center for Private Sector Development (CPSD)	X		2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
02-72	Civic Forum Institute	X		5,400.00	0.00	5,400.00	0.00	0.00	0.00	0.00	5,400.00	5,400.00	5,400.00	0.00
02-73	Palestinian Youth Council (PYC)	X		4,422.60	0.00	0.00	0.00	0.00	4,422.60	0.00	4,423.00	4,422.60	4,422.60	0.40
02-74	Palestinian Youth Council (PYC)	X		4,074.00	0.00	0.00	0.00	0.00	4,074.00	0.00	4,074.00	4,074.00	4,074.00	0.00
02-75	Bisan Center for Research & Development	X		2,340.00	0.00	2,340.00	0.00	0.00	0.00	0.00	2,340.00	2,340.00	2,340.00	0.00
02-76	Bisan Center for Research & Development	X		24,855.00	0.00	24,855.00	0.00	0.00	0.00	0.00	24,855.00	0.00	24,855.00	0.00
02-77	Ma'an Development Center	X		3,878.00	0.00	0.00	3,878.00	0.00	0.00	0.00	3,878.00	3,878.00	3,878.00	0.00
02-78	Ma'an Development Center	X		79,281.56	21,074.84	0.00	0.00	100,356.40	0.00	0.00	138,875.00	0.00	100,356.40	38,518.60

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-79	The Palestinian Center for Micro-projects Development		X	3,910.65	0.00	3,910.65	0.00	0.00	0.00	0.00	3,910.65	3,910.65	3,910.65	0.00
02-80	Khuza'a Permaculture Center Association		X	4,910.64	0.00	0.00	0.00	4,910.64	0.00	0.00	4,910.64	4,910.64	4,910.64	0.00
02-81	El Tawfiq Fishermen Cooperative Society		X	13,761.00	0.00	0.00	0.00	0.00	0.00	13,761.00	13,761.00	0.00	13,761.00	0.00
02-82	Economic Policy and Research Institute (MAS)	X		95,077.24	6,068.76	101,146.00	0.00	0.00	0.00	0.00	107,717.00	0.00	101,146.00	6,571.00
02-83	Total Contact Center for Rehabilitation of the Deaf	X		39,541.10	2,523.90	0.00	0.00	42,065.00	0.00	0.00	42,065.00	0.00	42,065.00	0.00
02-84	El-Amal Rehabilitation Society		X	84,541.00	14,919.00	0.00	0.00	0.00	99,460.00	0.00	99,460.00	0.00	99,460.00	0.00
02-85	Fekra for Educational Art		X	79,663.80	5,996.20	0.00	0.00	85,660.00	0.00	0.00	85,660.00	0.00	85,660.00	0.00
02-86	Jabalia Rehabilitation Society		X	45,028.75	7,946.25	52,975.00	0.00	0.00	0.00	0.00	52,975.00	0.00	52,975.00	0.00
02-87	Palestine Avenir For Childhood Foundation		X	89,257.50	9,917.50	0.00	0.00	0.00	99,175.00	0.00	99,175.00	0.00	99,175.00	0.00
02-88	Palestinian Association for Relief and Development		X	30,750.67	6,298.33	0.00	0.00	0.00	37,049.00	0.00	37,049.00	0.00	37,049.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-89	Palestinian Hypertension Association		X	38,889.00	5,811.00	0.00	0.00	0.00	44,700.00	0.00	44,700.00	0.00	44,700.00	0.00
02-90	Women & Child Development Association		X	39,200.80	12,379.20	0.00	0.00	51,580.00	0.00	0.00	51,580.00	0.00	51,580.00	0.00
02-91	Community Training Center and Crisis Management		X	52,099.20	12,220.80	0.00	0.00	64,320.00	0.00	0.00	64,320.00	0.00	64,320.00	0.00
02-92	Arab Thought Forum (ATF)	X		25,000.00	0.00	25,000.00	0.00	0.00	0.00	0.00	25,000.00	0.00	25,000.00	0.00
02-93	*Atfaluna Society for Deaf Children		X	86,642.92	8,569.08	95,212.00	0.00	0.00	0.00	0.00	95,212.00	0.00	95,212.00	0.00
02-94	Ma'an Development Center		X	79,751.38	16,334.62	0.00	0.00	96,086.00	0.00	0.00	96,086.00	0.00	96,086.00	0.00
02-95	International Palestinian Youth League- IPYL	X		67,857.57	685.43	68,543.00	0.00	0.00	0.00	0.00	68,543.00	0.00	68,543.00	0.00
02-96	Panorama- Center for the Dissemination of Democracy and Community Development	X		65,758.00	19,642.00	85,400.00	0.00	0.00	0.00	0.00	95,705.00	0.00	85,400.00	10,305.00
02-97	Panorama- Center for the Dissemination of Democracy and Community Development	X		74,136.37	22,144.63	96,281.00	0.00	0.00	0.00	0.00	96,281.00	0.00	96,281.00	0.00
02-98	Panorama- Center for the Dissemination of Democracy and Community Development	X		47,862.90	11,227.10	0.00	0.00	0.00	59,090.00	0.00	99,475.00	0.00	59,090.00	40,385.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-99	Bisan Center for Research & Development	X		67,218.20	1,371.80	68,590.00	0.00	0.00	0.00	0.00	97,019.00	0.00	68,590.00	28,429.00
02-100	The East Jerusalem YMCA and Vocational Training Center, Jericho	X		86,000.00	14,000.00	100,000.00	0.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00
02-101	Civic Forum Institute	X		70,999.29	28,999.71	99,999.00	0.00	0.00	0.00	0.00	99,999.00	0.00	99,999.00	0.00
02-102	Civic Forum Institute	X		70,998.15	28,999.25	99,997.40	0.00	0.00	0.00	0.00	99,997.00	0.00	99,997.40	-0.40
02-103	Civic Forum Institute	X		70,998.86	28,999.54	99,998.40	0.00	0.00	0.00	0.00	99,999.80	0.00	99,998.40	1.40
02-104	Al Ma'mal Foundation for Contemporary Art	X		66,523.08	18,762.92	85,286.00	0.00	0.00	0.00	0.00	85,286.00	0.00	85,286.00	0.00
02-105	Palestine Save the Children Foundation		X	90,582.00	6,818.00	0.00	0.00	0.00	0.00	97,400.00	97,400.00	0.00	97,400.00	0.00
02-106	Maghazi Community rehabilitation Society (MCRS)		X	80,237.95	9,917.05	0.00	0.00	90,155.00	0.00	0.00	90,155.00	0.00	90,155.00	0.00
02-107	The Palestinian Iinstitute for Community Research and training (Wattan)		X	39,981.90	10,628.10	50,610.00	0.00	0.00	0.00	0.00	50,610.00	0.00	50,610.00	0.00
02-108	Ma'an Development Center	X		86,942.16	20,393.84	0.00	0.00	107,336.00	0.00	0.00	107,336.00	0.00	107,336.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-109	Al Jalaa for Culture and Arts		X	76,730.40	19,182.60	95,913.00	0.00	0.00	0.00	0.00	95,913.00	0.00	95,913.00	0.00
02-110	El Karmel Cultural Association		X	41,634.00	9,766.00	0.00	0.00	51,400.00	0.00	0.00	51,400.00	0.00	51,400.00	0.00
02-111	Gaza Center for Rights and Law		X	38,620.80	9,059.20	47,680.00	0.00	0.00	0.00	0.00	47,680.00	0.00	47,680.00	0.00
02-112	Applied Research Institute (ARIJ) Jerusalem	X		76,609.80	17,970.20	94,580.00	0.00	0.00	0.00	0.00	132,412.00	0.00	94,580.00	37,832.00
02-113	Al-Lod Charitable Society	X		54,245.70	12,724.30	0.00	0.00	0.00	66,970.00	0.00	66,970.00	0.00	66,970.00	0.00
02-114	Care for Children of Special Needs Society (CCSNS)	X		36,939.24	8,664.76	0.00	0.00	45,604.00	0.00	0.00	45,604.00	0.00	45,604.00	0.00
02-115	Jerusalem Center for Women	X		55,503.54	22,670.46	78,174.00	0.00	0.00	0.00	0.00	99,749.00	0.00	78,174.00	21,575.00
02-116	Jabalia Rehabilitation Society		X	1,595.37	0.00	1,595.37	0.00	0.00	0.00	0.00	1,595.37	1,595.37	1,595.37	0.00
02-117	Atfaluna Society for Deaf Children		X	5,073.94	0.00	5,073.94	0.00	0.00	0.00	0.00	5,073.94	5,073.94	5,073.94	0.00
02-118	Palestinian Association for Relief and Development		X	5,407.56	0.00	0.00	0.00	0.00	5,407.56	0.00	5,407.56	5,407.56	5,407.56	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-119	Community Training Center and Crisis Management		X	5,716.32	0.00	0.00	0.00	5,716.32	0.00	0.00	5,716.32	5,716.32	5,716.32	0.00
02-120	Al Jalaa for Culture and Arts		X	4,244.25	0.00	4,244.25	0.00	0.00	0.00	0.00	4,244.25	4,244.25	4,244.25	0.00
02-121	Palestine Save the Children Foundation		X	4,216.17	0.00	0.00	0.00	0.00	0.00	4,216.17	4,216.17	4,216.17	4,216.17	0.00
02-122	Ma'an Development Center		X	17,720.80	0.00	0.00	0.00	17,720.80	0.00	0.00	17,720.80	17,720.80	17,720.80	0.00
02-123	El Karmel Cultural Association		X	6,762.00	0.00	6,762.00	0.00	0.00	0.00	0.00	6,762.00	6,762.00	6,762.00	0.00
02-124	Women and Child Development Association		X	6,502.57	0.00	6,502.57	0.00	0.00	0.00	0.00	6,502.57	6,502.57	6,502.57	0.00
02-125	Palestine Avenir For Childhood Foundation (PACF)		X	8,873.30	0.00	0.00	0.00	0.00	8,873.30	0.00	8,873.30	8,873.30	8,873.30	0.00
02-126	Gaza Center for Rights and Law		X	6,410.22	0.00	6,410.22	0.00	0.00	0.00	0.00	6,410.22	6,410.22	6,410.22	0.00
02-127	Maghazi Community Rehabilitation Society (MCRS)		X	5,721.30	0.00	0.00	0.00	5,721.30	0.00	0.00	5,721.30	5,721.30	5,721.30	0.00
02-128	Kalandia Camp Women's Handocraft Cooperative	X		83,000.00	17,000.00	100,000.00	0.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-129	Ma'an Development Center	X		4,691.70	0.00	0.00	4,691.70	0.00	0.00	0.00	4,692.70	4,691.70	4,691.70	1.00
02-130	Civic Forum Institute	X		2,632.50	0.00	2,632.50	0.00	0.00	0.00	0.00	2,632.50	2,632.50	2,632.50	0.00
02-131	Civic Forum Institute	X		14,005.00	0.00	14,005.00	0.00	0.00	0.00	0.00	14,004.90	14,005.00	14,005.00	-0.10
02-132	Civic Forum Institute	X		4,329.00	0.00	4,329.00	0.00	0.00	0.00	0.00	4,329.00	4,329.00	4,329.00	0.00
02-133	Civic Forum Institute	X		22,970.00	0.00	22,970.00	0.00	0.00	0.00	0.00	22,970.00	0.00	22,970.00	0.00
02-134	Civic Forum Institute	X		18,135.37	0.00	18,135.37	0.00	0.00	0.00	0.00	18,135.37	0.00	18,135.37	0.00
02-135	Civic Forum Institute	X		16,093.00	0.00	16,093.00	0.00	0.00	0.00	0.00	16,093.00	0.00	16,093.00	0.00
02-136	Civic Forum Institute	X		1,173.70	0.00	1,173.70	0.00	0.00	0.00	0.00	1,173.70	0.00	1,173.70	0.00
02-137	Ma'an Development Center		X	21,118.50	0.00	0.00	0.00	21,118.50	0.00	0.00	21,118.50	21,118.50	21,118.50	0.00
02-138	Gaza Community Mental Health Programm (GCMHP)		X	24,308.40	0.00	0.00	0.00	0.00	24,308.40	0.00	24,308.40	24,308.40	24,308.40	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-139	Al Ma'mal Foundation for Contemporary Art	X		2,340.00	0.00	2,340.00	0.00	0.00	0.00	0.00	2,340.00	2,340.00	2,340.00	0.00
02-140	The Palestinian Association for Legal Science		X	62,824.00	15,706.00	78,530.00	0.00	0.00	0.00	0.00	78,530.00	0.00	78,530.00	0.00
02-141	El Hanan Association for Mother and Child		X	48,642.30	5,404.70	0.00	0.00	54,047.00	0.00	0.00	99,980.00	0.00	54,047.00	45,933.00
02-142	Islamic University of Gaza		X	79,606.76	12,959.24	0.00	0.00	92,566.00	0.00	0.00	92,566.00	0.00	92,566.00	0.00
02-143	Arab Center for Agricultural Development		X	29,703.51	6,967.49	36,671.00	0.00	0.00	0.00	0.00	36,671.00	0.00	36,671.00	0.00
02-144	The Palestinian Institute for Community Reasearch and Training (Wattan Institute)		X	44,130.75	6,594.25	50,725.00	0.00	0.00	0.00	0.00	50,725.00	0.00	50,725.00	0.00
02-145	Atfaluna Society for Deaf Children		X	90,206.00	7,844.00	0.00	0.00	98,050.00	0.00	0.00	98,050.00	0.00	98,050.00	0.00
02-146	Center for Private Sector Development (CPSD)	X		49,209.48	19,137.02	68,346.50	0.00	0.00	0.00	0.00	85,559.93	0.00	68,346.50	17,213.43
02-147	Center for Development in Primary Health Care (CDPHC)- Al-Quds University	X		39,568.49	8,685.76	0.00	0.00	0.00	0.00	48,254.25	92,530.00	0.00	48,254.25	44,275.75
02-148	Ashtar Theatre Productions and Training	X		78,104.39	7,724.61	85,829.00	0.00	0.00	0.00	0.00	85,829.00	0.00	85,829.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-149	Alpha International	X		62,717.70	13,767.30	76,485.00	0.00	0.00	0.00	0.00	93,220.00	0.00	76,485.00	16,735.00
02-150	Educational Network Center	X		55,273.85	11,321.15	0.00	0.00	66,595.00	0.00	0.00	82,545.00	0.00	66,595.00	15,950.00
02-151	Bisan Center for Research and Development	X		37,145.16	8,153.81	45,298.97	0.00	0.00	0.00	0.00	77,751.00	0.00	45,298.97	32,452.03
02-152	Arab Thought Forum (ATF)	X		84,500.20	14,911.80	99,412.00	0.00	0.00	0.00	0.00	99,412.00	0.00	99,412.00	0.00
02-153	Arab Thought Forum (ATF)	X		85,391.12	13,900.88	99,292.00	0.00	0.00	0.00	0.00	97,267.00	0.00	99,292.00	-2,025.00
02-154	Arab Thought Forum (ATF)	X		85,820.28	12,823.72	98,644.00	0.00	0.00	0.00	0.00	98,644.00	0.00	98,644.00	0.00
02-155	Civic Forum Institute	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	98,825.00	0.00	0.00	98,825.00
02-156	Islah Charitable Society - Jericho	X		67,173.58	14,745.42	0.00	0.00	0.00	81,919.00	0.00	81,919.00	0.00	81,919.00	0.00
03-157	Palestinian Association for Legal Sciences		X	5,784.87	0.00	5,784.87	0.00	0.00	0.00	0.00	5,784.87	5,784.87	5,784.87	0.00
03-158	Fekra for Educational Art		X	860.85	0.00	0.00	0.00	860.85	0.00	0.00	860.85	860.85	860.85	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03-159	The Palestinian Institute for Community Research & Training (Wattan Institute)		X	2,612.80	0.00	2,612.80	0.00	0.00	0.00	0.00	2,612.80	2,612.80	2,612.80	0.00
03-160	Arab Center for Agricultural Development		X	5,824.30	0.00	5,824.30	0.00	0.00	0.00	0.00	5,824.30	5,824.30	5,824.30	0.00
03-161	Ayyam AlMasrah		X	71,663.80	11,666.20	0.00	0.00	83,330.00	0.00	0.00	83,330.00	0.00	83,330.00	0.00
03-162	Culture and Free Thought Association		X	45,810.97	5,662.03	0.00	0.00	51,473.00	0.00	0.00	67,723.00	0.00	51,473.00	16,250.00
03-163	Arab Thought Forum	X		21,500.00	0.00	21,500.00	0.00	0.00	0.00	0.00	21,500.00	0.00	21,500.00	0.00
03-164	Al-Lod Charitable Society	X		2,340.00	0.00	0.00	0.00	0.00	2,340.00	0.00	2,340.00	2,340.00	2,340.00	0.00
03-165	Care for Children of Special Needs Society	X		2,001.00	0.00	0.00	0.00	0.00	2,001.00	0.00	2,000.70	2,001.00	2,001.00	-0.30
03-166	Educational Network Center	X		2,001.00	0.00	0.00	0.00	2,001.00	0.00	0.00	2,000.70	2,001.00	2,001.00	-0.30
03-167	Jerusalem Center for Women	X		4,399.20	0.00	4,399.20	0.00	0.00	0.00	0.00	4,399.20	4,399.20	4,399.20	0.00
03-168	El Hanan Benevolent Association for Mother and Child		X	272.80	0.00	0.00	0.00	272.80	0.00	0.00	272.80	272.80	272.80	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03-169	Civic Forum Institute	X		7,134.60	0.00	7,134.60	0.00	0.00	0.00	0.00	7,134.60	0.00	7,134.60	0.00
03-170	Arab Thought Forum	X		4,680.00	0.00	4,680.00	0.00	0.00	0.00	0.00	4,680.00	4,680.00	4,680.00	0.00
03-171	Arab Center for Agricultural Development		X	4,032.00	0.00	4,032.00	0.00	0.00	0.00	0.00	4,032.00	0.00	4,032.00	0.00
03-172	civic Forum Institute	X		4,691.70	0.00	4,691.70	0.00	0.00	0.00	0.00	4,691.70	4,691.70	4,691.70	0.00
03-173	MAS	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,340.00	0.00	0.00	2,340.00
03-174	Birzeit University Institute of Law	X		42,773.50	12,776.50	55,550.00	0.00	0.00	0.00	0.00	100,000.00	0.00	55,550.00	44,450.00
03-175	Culture and Free Yhought Association		X	4,399.20	0.00	4,399.20	0.00	0.00	0.00	0.00	4,399.20	4,399.20	4,399.20	0.00
03-176	Gaza Center for Rights and Law		X	28,145.00	0.00	28,145.00	0.00	0.00	0.00	0.00	68,870.00	0.00	28,145.00	40,725.00
03-177	Atfaluna Society for Deaf Children		X	14,867.45	1,837.55	16,705.00	0.00	0.00	0.00	0.00	143,911.00	0.00	16,705.00	127,206.00
03-178	Media Institute- Birzeit University	X		39,835.25	7,029.75	46,865.00	0.00	0.00	0.00	0.00	50,840.00	0.00	46,865.00	3,975.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03-179	Feckra Arts Institute		X	69,813.80	4,456.20	74,270.00	0.00	0.00	0.00	0.00	92,770.00	0.00	74,270.00	18,500.00
03-180	Gaza Center for Rights and Law		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	92,742.00	0.00	0.00	92,742.00
03-181	Al Lod Charitable Society	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	84,070.00	0.00	0.00	84,070.00
03-182	Khuzaa Permaculture Center Association		X	14,562.00	0.00	0.00	0.00	14,562.00	0.00	0.00	14,565.00	14,562.00	14,562.00	3.00
03-183	Arab Thought Forum	X	X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	149,084.00	0.00	0.00	149,084.00
03-184	The Palestinian Poultry Council	X		22,915.00	0.00	22,915.00	0.00	0.00	0.00	0.00	22,915.00	0.00	22,915.00	0.00
03-185	Palestinian Polytechnic University	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
03-186	Total Conmmunication Center for Teaching and Rehabilitation Deaf	X		23,000.86	1,468.14	24,469.00	0.00	0.00	0.00	0.00	24,562.00	0.00	24,469.00	93.00
03-187	Palestine Avenir for Childhood Foundation (PACF)		X	13,229.22	1,976.78	0.00	0.00	15,206.00	0.00	0.00	90,490.00	0.00	15,206.00	75,284.00
03-188	Palestinian Association for Relief and Development		X	14,776.67	1,826.33	0.00	0.00	0.00	16,603.00	0.00	59,967.00	0.00	16,603.00	43,364.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03- 189	Palestine Save the Children Foundation		X	10,969.20	1,495.80	0.00	0.00	0.00	0.00	12,465.00	147,785.00	0.00	12,465.00	135,320.00
03- 190	Maghazi Community Rehabilitation Society		X	16,804.09	4,466.91	0.00	0.00	21,271.00	0.00	0.00	97,586.00	0.00	21,271.00	76,315.00
03- 191	Civic Forum Institute	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	110,180.00	0.00	0.00	110,180.00
03- 192	Khuzaa Permaculture Center Association		X	47,846.00	3,054.00	0.00	0.00	50,900.00	0.00	0.00	83,050.00	0.00	50,900.00	32,150.00
03-193	El- Karmel Cultural Association		X	28,497.60	1,187.40	0.00	0.00	29,685.00	0.00	0.00	29,685.00	0.00	29,685.00	0.00
03-194	Jabalia Rehabilitation Society		X	21,988.00	1,912.00	23,900.00	0.00	0.00	0.00	0.00	55,150.00	0.00	23,900.00	31,250.00
03-195	Feckra Arts Institute		X	3,144.00	0.00	3,144.00	0.00	0.00	0.00	0.00	3,144.00	3,144.00	3,144.00	0.00
04-196	Civic Forum Institute	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	110,180.00	0.00	0.00	110,180.00
04-197	Civic Forum Institute	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	107,495.00	0.00	0.00	107,495.00
04-198	Islamic University of Gaza (IUG)		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	104,752.00	0.00	0.00	104,752.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
04-199	Feckra Arts Institute		X	9,737.00	963.00	0.00	0.00	10,700.00	0.00	0.00	92,770.00	0.00	10,700.00	82,070.00
04-200	Society for Developing Palestinian Refugee Camps		X	5,529.60	614.40	0.00	0.00	6,144.00	0.00	0.00	53,405.00	0.00	6,144.00	47,261.00
04-201	Palestinian Institute for Community Research and Training (Wattan Institute)		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62,020.00	0.00	0.00	62,020.00
04-202	The Palestinian Association for Legal Sciences		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	98,535.00	0.00	0.00	98,535.00
04-203	PCHRD for Human Resource Development		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	127,472.00	0.00	0.00	127,472.00
04-204	Arab Thought Forum	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	149,991.00	0.00	0.00	149,991.00
04-205	Arab Thought Forum	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	149,771.00	0.00	0.00	149,771.00
04-206	Al-Lod Charitable Society	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	47,785.00	0.00	0.00	47,785.00
04-207	Alpha International	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	58,051.00	0.00	0.00	58,051.00
04-210	Applied Research Institute (ARIJ) Jerusalem	X		3,919.50	0.00	3,919.50	0.00	0.00	0.00	0.00	3,919.50	3,919.50	3,919.50	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
04-211	Peace Center for Community Training and Research		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,075.00	0.00	0.00	15,075.00
04-215	PCHRD for Human Resource Development		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,337.09	0.00	0.00	9,337.09
	TOTAL US DOLLARS			**7,361,026.16**	**1,192,380.61**	**4,370,118.23**	**311,908.20**	**2,361,130.96**	**1,096,588.67**	**413,660.72**	**11,187,389.13**	**340,034.94**	**8,553,406.78**	**2,633,982.35**

*The values reflected here are as of March 25, 2004, the point at which we closed our
books for the quarter. The values in the body of this report are slightly higher,
reflecting grant making and commitments as of March 31, 2004.